The Outlook

AUGUST 1, 1917

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OUR DISASTER IN RUSSIA

It is impossible, perhaps, to imagine thousands upon thousands of khaki-clad American soldiers retreating in confusion for mile after mile before our German enemies. But unless we do try to imagine something like this we cannot understand the extent of the military disaster that has befallen us on the Russian front. Along a line extending for one hundred and fifty miles the Russian bulwark which had been pushed forward has given way, and the Germans are pouring over it and through it, not only into territory from which they had been recently cleared, but beyond it.

The extent of this calamity is not to be measured even by the great extent of the territory which has been surrendered to the Germans. In fact, it is not easy to measure the extent of the calamity by any means, for it is in the nature of a mental and moral collapse. Official communications from the Russian military headquarters make no effort to conceal this. For example, after saying that detachments had occupied German positions on both sides of the Dvinsk-Vilna Railway, the Russian communication continues: "After this success entire units, without any pressure on the part of the Germans, voluntarily returned to their original trenches. A number of these units refused to carry out military commands during the battle."

In some cases when military commands were given, it is reported, the soldiers gathered in assembly and debated the question as to whether those commands should be carried out.

As a result of such widespread breakdown of discipline Halicz and Stanislau, among other places, have been evacuated. Tarnopol has passed into German hands. Only a week ago we were recording the progress of the Russians along the broad Dniester River, and were considering the possibility of the crossing of one of its southern tributaries—the Stryj River. Now that seems like ancient history, for away down the Dniester the Russians are retiring before the Germans between two of the northern tributaries—the Stripa and the Sereth. All the gains made by General Brusiloff seem, in these few days, to have been thrown away.

This is not merely a Russian disaster. It is an American disaster.

The soldiers that are fighting our enemy are our soldiers. Their defeat is our defeat. What they have lost in power and in effectiveness we must recover for ourselves and our allies. Everything the Germans gain against Russia we must help pay for.

WHY THIS RUSSIAN COLLAPSE?

What has happened to the Russian armies is not due to any such causes as brought about Russian defeats under the old régime of the Czar. Then it was corruption and inefficiency, combined with the treachery of people in the seats of the mighty. Now that old régime is gone, and with it its particular evils. But new evils have come in their place. Over two months ago Mr. Kerenski, then Minister of Justice (now not only Minister of War but Premier, in place of Prince Lvoff, and virtual dictator), said that Russia had become intoxicated by her first sip of liberty; and we then pointed out that a drunken man, though he may mean to fight, may be of no use as a fighter if he is drunk enough. It is evident that Russia has become sufficiently drunken with liberty to be in great danger from the worst enemy of liberty in Europe. When the mob of workmen, soldiers, and agitators early in May thronged the streets, Mr. Milyukov, then Minister of Foreign Affairs, exclaimed in his speech to the crowd: "When I see your banners reading, 'Down with Milyukov!' I fear, not for Milyukov, but for Russia." As Mr. Kennan then pointed out in The Outlook, the men of the Milyukov type made a great mistake in yielding to the idealists, theorists, Socialists, and extreme radicals. The threats that these people made could not have resulted in more serious demoralization if they had been resisted than has followed as a result of their bland incompetence in office.

But the causes which have co-operated in producing the tragic conditions now existing in Russia antedate the Revolution. Of these, two causes are perhaps the chief.

The zemstvos, or territorial assemblies, corresponding somewhat to our town meetings, represent what is perhaps the most primitive democracy in the world. In these assemblies the people gather and discuss their local affairs in great detail. In this town-meeting form of democracy they have had the only political education they have ever enjoyed. Before the Revolution there was no connection whatever between this town-meeting democracy and the Imperial or autocratic Government of the nation. When the autocracy was destroyed, the only experience which the Russians (aside from the comparatively few in the Duma) possessed led them to attempt to carry out, not only in the national Government, but in the management of the army, the town-meeting methods with which they had been familiar, and to debate and determine in their regiments whether they would advance or retreat, whether they would make war or make peace.

The other cause is the teaching of such idealists as Tolstoy, Prince Kropotkin, and Bakunin. These were men of very different character and very different teaching, but they were alike in being idealists who refused to face facts, to know the world as it is, and to adapt their teaching to the present condition and the possible progress of the human race.

The effect of the teaching of these idealists on the present condition and immediate future of Russia, and therefore on our own condition and our own future, ought to have some lesson which America should heed, and furnish us some warning against the perilous folly of our own pacifists.

DRAWING FOR THE SELECTIVE SERVICE

On July 20 the American Government determined the order in which the best of its youth will be called to the colors.

The great drawing at Washington came as a climax to a long and careful period of preparation, which was devoted to closing every possible opening by which political or social favoritism might gain an entrance to the machinery of the selection for service. So far as this is humanly possible this aim has been attained, and for this accomplishment the Administration deserves the gratitude of the Nation.

Secretary Baker drew the first number, 258, and then the drawing proceeded from the morning of the 20th until after two o'clock in the morning of the 21st.

The fact that this great selection for service did not take place until three months after the declaration of war furnishes no particular ground for criticism. Without officers, without camps, without equipment, there was no special need to hurry the formal selection of men for training. The men chosen for service will be ready as soon as the Government is ready to provide them with the instruments of war and with trained leadership.

It is well to remember, however, that the opportunity to provide our men with leaders and equipment after the declaration of war is due to the fact that we are preparing for conflict with the greatest military power in history behind a gray wall of British battle-ships and the living ramparts of the young men

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of France. Every day of delay will now mean a prolongation of the war and the greater toll demanded from our allies and from our sons. This is what we should never for one instant forget.

SIAM ENTERS THE WAR

From London comes the news that the Kingdom of Siam has declared that a state of war exists with Germany and Austria. The despatch adds that all Germans and Austrians residing within the confines of the Kingdom have been arrested and that their places of business have been closed. Also that nine Teutonic steamers, aggregating 19,000 tons, lying at anchor within Siamese waters, have been seized and their cargoes confiscated. The despatch states as the object of Siam's declaration to "uphold the sanctity of international rights against nations showing contempt for the principles of humanity and respect for small states."

In population Siam is one of the smallest of states. Although about the area of France, she has but a little over nine million persons in her Kingdom. From her geographic position she is practically hidden from the usual globe-trotter. To the average traveler her people are known as the worshipers of the White Elephant.

She is hemmed in on both sides—French possessions on the east and English on the west. There was a time when it was thought that possibly a joint squeeze might be made and Siam badly handled between the combined jaws of the Franco-English nut-cracker. But it has been Siam's unique privilege never to have been conquered. To-day the fates have provided that the former foes should become friends and allies against an enemy and common scourge. Thus this southeastern peninsula of Asia becomes a strong defense against possible inroads from the Kaiser by the sea.

The Government of Siam is that of an absolute monarchy—possibly the most absolute monarchy in the world. Yet her King, young Maha Vajiravudh, is the most democratic of despots. One of the youngest of the world's rulers—he was thirty-seven on his last birthday—he rules one of the most ancient of kingdoms, a kingdom dating back to the sixth century before Christ. King Vajiravudh is not only "Lord of All," but "Lord of Life," and holds in his hands such absolute power over property and person as is hard for the Western mind to conceive.

Fortunately his father bequeathed to him a strong physique. He has an alert mind and what Napoleon called a "talent for ruling." Like his father and his father's father, he is devoted to his people and adored by his subjects. He is bright, he is ambitious; he has culture and a philosophic mind. He is an Oxonian, and has studied in France and Germany. Like Napoleon, he is "a natural force let loose," and let loose at a time when he can be of immense use.

CONGRESS

America's war account already exceeds nine billion dollars, but on July 24 Mr. McAdoo, Secretary of the Treasury, demanded five billions more, because of the necessity of raising an additional increment for the National Army and of sending large additional forces abroad. Thus the pending Tax Bill (its total has been fixed by the Senate Finance Committee at $1,670,000,000) may be materially increased.

After weeks of revamping and delay, the Senate has finally passed the Food Control Bill. It differs from the Food Control Bill as passed by the House. First, its scope includes only food and fuel; the House Bill also included "necessaries." Second, in place of a single food administrator as provided by the House Bill, the Senate Bill directs the President to appoint a board of food administration of three members at a salary of $7,500 a year each. Third, in place of the House provision requiring the Executive to stop the use of food materials in making alcoholic beverages, it provides that they may not be used in distilled liquors, except for Governmental, industrial, manufacturing, scientific, or medicinal purposes. It also provides against importation of distilled liquor during the war, and directs the President to take over for the Government all distilled liquors in bonded warehouses. The Senate bill, like the House bill, gives the President great power over the production and price of coal, but limits his authority over factories to those used for war work. It does not confer on him power to license all food dealers, as does the House bill, but confers only power to license elevator, cold-storage, and packing-house owners, farm-implement manufacturers, coal operators, and fertilizer dealers. The bill as passed by both houses provides against hoarding. In addition, the Senate establishes a minimum price of $2 a bushel for wheat, appropriates $10,000,000 to purchase fertilizers, prevents any voluntary or paid agent or employee of the Government from soliciting or executing any contract with the Government in which he is pecuniarily interested, and creates a joint committee composed of three Democratic and two Republican Senators, three Democratic and two Republican Representatives, to be known as the Joint Committee of Expenditures in the Conduct of the War, which we discuss below.

The first criticism of the Senate bill is, of course, from the majority of people in the country who expected that the United States would follow the example of other countries in appointing a food administrator. No other country has hesitated to intrust its food administration to one man. President Wilson early designated a man who, of all possible choices, seemed fittest. Fortunately, as the three members of the board as constituted by the Senate bill are completely under the President's authority, and as he is expected to appoint Mr. Hoover as chairman, the other members might be quickly dismissed if they declined to work well with their chairman.

This is not saying, however, that one head is not much better than three heads where quick decisions are necessary.

THE COMMITTEE ON THE CONDUCT OF THE WAR

Some months ago Senator Weeks, of Massachusetts, introduced a resolution providing for a committee on the conduct of the war. Mr. Weeks's idea was that, as we are to be asked to appropriate vast sums of money, it should be the duty of Congress to have some knowledge of the expenditure. A change was made in the bill at the suggestion of Senator Owen, of Oklahoma. Thus the whole suggestion becomes a Weeks-Owen suggestion, a Republican-Democratic suggestion. In the vote, however, while the Republican strength was solid behind it, the Democratic strength was not.

To this proposed committee the President has vigorously objected in the following words:

> Section 23 is not only entirely foreign to the subject-matter of the Food Administration Bill, in which it is incorporated, but would, if enacted into law, render my task of conducting the war practically impossible. . . . The constant supervision of executive action which it contemplates would amount to nothing less than an assumption on the part of the legislative body of the executive work of the Administration. There is a very ominous precedent in our history which shows how such a supervision would operate. I refer to the Committee on the Conduct of the War constituted by the Congress during the Administration of Mr. Lincoln. It was the cause of constant and distressing harassment, and rendered Mr. Lincoln's task all but impossible.

There is no work, we suppose, so trustworthy as an interpretation of Lincoln's views respecting conditions during the war as the monumental "Life of Lincoln," by John G. Nicolay and John Hay. There is a passage in that "Life" which describes and characterizes the Committee which President Wilson condemns. The passage is as follows:

> Congress convened on the 2d of December, and one of its earliest subjects of discussion was the battle of Ball's Bluff. Roscoe Conkling in the House of Representatives, and Zachariah Chandler in the Senate, brought forward resolutions for the appointment of committees to investigate and determine the responsibility for that disaster; but, on motion of Grimes, of Iowa, the Senate chose to order a permanent joint committee of three Senators and four Representatives to inquire into the conduct of the war. This action was unanimously agreed to by the House and the committee was appointed, consisting of Senators B. F. Wade, Chandler, and Andrew Johnson; and of Representatives Gooch, Covode, Julian, and Odell. This committee, known as the Committee on the Conduct of the War, was for four years one of the most important agencies in the country. It assumed, and was

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sustained by Congress in assuming, a great range of prerogative. It became a stern and zealous censor of both the Army and the Government; it called soldiers and statesmen before it, and questioned them like refractory school-boys. It claimed to speak for the loyal people of the United States, and this claim generally met with the sympathy and support of a majority of the people's representatives in Congress assembled. It was often hasty and unjust in its judgments, but always earnest, patriotic, and honest; it was assailed with furious denunciation and defended with headlong and indiscriminating eulogy; and on the whole it must be said to have merited more praise than blame. [Vol. V, pp. 150, 151.]

A committee of Congress to keep scrutiny on the Executive, to chaperon the President, would be likely to be offensive and dilatory. Any such committee ought not to be charged with seeing how money already appropriated should be expended, but how the needs of the Government should determine future appropriations. If this committee could attend to the business of Congress, which is the business of appropriation, and leave alone the business of the Administration, which is the business of expenditure, it would be a good thing for Congress to bring into being.

But, more important still, Congress ought to adopt such a bill as that introduced by Mr. Montague in the House of Representatives in 1913, or in the Senate the other day by Mr. McLean, of Connecticut, which would give Cabinet members seats in Congress, so that either in the Senate or in the House of Representatives they would be subject to questions addressed to them by the members of either body, under regulations and restrictions analogous to those in vogue in the English Parliament. By the terms of the McLean Bill Cabinet officers would be seated in Congress and have the right to participate in debate on matters affecting their respective departments. They would also be subject to interpellation two days a week in the House and two days a week in the Senate. Certainly such a plan would enable Congress to retain and more exactly to exercise the power granted it by the Constitution. Our method of getting at facts by some committee of investigation is a clumsy way of accomplishing a result which the English Parliament accomplishes by a simpler method.

THE FIRST STEP TOWARDS AN AIR FLEET

The Senate and the House have passed and the President has signed the bill providing $640,000,000 for the Aviation Service. This is the first step towards providing the United States with an air fleet worthy of its position as a belligerent in the present war. It is expected that this sum of money will eventually provide for some twenty-two thousand airplanes and nearly one hundred thousand men. During the first year officials hope that at least thirty-five hundred machines can be built.

The enormous difficulties ahead of the country in the construction of the essential air fleet must be taken, not as a cause for discouragement, but as an incentive to endeavor.

It is highly probable that when America has reached a position where it can effectively contribute to the air fleets of its allies it will find that Germany has not been asleep. Reports indicate that Germany is now bending every effort towards securing the supremacy of the air. The efforts of America cannot be limited by present conditions on the western front, but only by the expected increase in Germany's air power.

THE SHIPPING CONTROVERSY

President Wilson has made a definite decision concerning the shipping tangle, for which the country has been looking ever since the deadlock between Chairman Denman and General Goethals developed. Whether or not this decision will prove to be the decision necessary for the immediate prosecution of our shipping programme remains to be seen. The decisive attitude of the President is to be commended. It is to be hoped that it will lead to equally decisive action on the part of those to whom the future of our shipping programme is to be intrusted.

The President chose to break the deadlock by accepting the soldierly resignation of General Goethals, and by asking Mr. Denman to withdraw. In the place of General Goethals, the President has appointed Rear-Admiral Washington Lee Capps, former Chief Constructor of the Navy. Rear-Admiral Capps has a reputation for doggedly upholding his beliefs. Perhaps he will prove the man needed to overcome such delay and opposition as may arise in the development of the plans of the Shipping Board. Coincident with the appointment of Rear-Admiral Capps it has been announced that the President has selected Edwin N. Hurley, of Chicago, former Chairman of the Trade Commission, to replace Mr. Denman. Mr. Bainbridge Colby also replaces Mr. John B. White as member of the Shipping Board.

THE FOREST REGIMENT

Even before President Wilson's proclamation of war with Germany the Society of American Foresters undertook a census of its members to find out their capacity for military service. The work of taking this census was in the hands of a committee of which Mr. Gifford Pinchot, late United States Forester, was chairman. The opinion of the committee was that foresters might be drawn into activities in which their services would be less valuable than those which would utilize their professional training, and that no one can tell how vital a part in the organization of the Nation the use of our forest resources may play. That it will play a most important part is certain, for there will be huge demands for wood materials of many kinds and for the manufacture of many products derived from wood required by the Army and Navy; hence all foresters ought to be listed in order that their availability for service may be known.

This suggestion was carried out and a census made. It has served an important use in the organization of a "forest regiment" as a part of the Engineers' Reserve Corps of the Army, which has been done at the request of our allies.

The duty of this regiment will be to cut the timber needed by the armies—railway ties, trench timbers, mine props, breech timbers, lumber, and cord wood. The regiment will be made up of picked woodsmen—that is to say, skilled engineers, axmen, sawyers, tie hewers, skidders, teamsters, blacksmiths, millwrights. Recruits must be between the ages of eighteen and forty years, and are to be subject to the same physical examination as that required for other military service. Enlistment is for the period of the war. The supreme command is in the hands of an army officer appointed by the War Department, and the entire regiment is organized on the military plan and is under military law. It is made up of six companies of one hundred and sixty-four men each.

The regiment will work largely in sprout forests of oak, beech, hornbeam, and other hardwoods, with some stands of pine. In comparison with most American forests, this timber will be found to be small, much of it from eight to twelve inches in diameter. These forests are like the woodlands of southern New England, and the operations will be similar to portable sawmill logging and tie cutting in Massachusetts, Connecticut, Maryland, or Virginia. The larger logs will be sawed into boards, while the smaller trees will be used for ties and poles.

Of course the closest possible use of timber will be required. As the French forests have been managed with great economy in comparison with ours, the American Forest Regiment, if it is to do creditable work, will have to show not only efficiency in cutting and manufacturing the timber, but also in avoiding waste.

THE BRITISH CABINET CHANGES

There have been interesting and important changes in the British Cabinet. Mr. Bonar Law has found his duties as a member of the small war Cabinet incompatible with his heavy responsibilities, first, as Chancellor of the Exchequer, and, second, as leader of the House of Commons. Following the adverse report of the English Parliamentary Commission on the Mesopotamian campaign, Mr. Austin Chamberlain found it desirable to resign as Secretary for India. Having unhappily antagonized the labor element, Dr. Christopher Addison, Minister of Munitions, felt that his powers of organization might have better play if

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he were transferred to another position. They acted on their feelings, and thus made three Cabinet vacancies.

To fill Mr. Bonar Law's place in the small war Cabinet Sir Edward Carson, First Lord of the Admiralty, was chosen; and Sir Eric Campbell Geddes was promoted from a subordinate position to be First Lord of the Admiralty in Sir Edward Carson's place.

To fill Mr. Chamberlain's position Edwin Samuel Montagu, a former Minister of Munitions and a former Under-Secretary of State for India, was appointed. Mr. Montagu is one of the very few members of the Asquith administration to join the Lloyd George Ministry.

To fill the place of Dr. Addison, who has now been made Minister of Reconstruction, and as such will be dealing exclusively with questions of the future, the always energetic Winston Spencer Churchill was appointed. This appointment calls forth adverse comment by those who, irrespective of party, do not like the apparently over-independent and irresponsible course which has been displayed by Lord Randolph Churchill and his son. In particular, men do not forget Mr. Winston Churchill's record with regard to Antwerp and Gallipoli. On the other hand, there are those, we are sure, who will recall with pride that to Mr. Churchill was due the mobilization of the English navy before war was declared, and that the basic ideas regarding Antwerp and Gallipoli were sound, even if the means of carrying them out were criminally faulty.

The appointment which has called forth most comment in this country is that of Sir Eric Geddes. (His portrait is printed in our picture section.) He is only forty-one years old. Up to last month, when he was made Navy Controller, he was comparatively unknown. He was born of Scottish parents in India, came to America as a young man, and worked a year at the Homestead Steel Works at Pittsburgh, and then three years with the Baltimore and Ohio Railroad Company. In 1897 he returned to India, greatly fortified by his American experience, and six years later transferred his activity in transportation enterprises to England, where Lord Kitchener discovered him in the offices of the Northeastern Railway Company. Kitchener recognized in the young man a natural soldier with no war experience. Kitchener needed men to supervise the transportation of troops. He enlisted the services of young Geddes, and so distinguished did those services immediately become both in the War and Navy Departments as to lead last year to a knighthood.

PORTO RICO AND PROHIBITION

At the recent election in Porto Rico—the first under the new Citizenship Act passed last year by Congress—the island went "dry" by a vote of nearly 100,000 to 61,000. Fifty-one municipalities voted for prohibition and twenty-one against. The vote of the capital, San Juan, stood 5,117 for prohibition and 2,255 against.

A correspondent who has made a close study of conditions in Porto Rico writes us:

> It is not generally known outside the island that this vote was a direct rebuke to some of the American residents and visitors.
>
> The Porto Rican is not a heavy drinker. Go over the records of police courts from January to December, and there will be but very few straggling Porto Ricans on the list of "disorderly drunks," but the sheet will be full of American names, the names of sailors from visiting schooners on shore leave.
>
> In a Porto Rican club three men may be seated at some table—an American, a Frenchman, and a Porto Rican. The American will order whisky, the Frenchman will sip a cordial (with a glass of mineral water on the side), and the Porto Rican will drink either a glass of light wine or a cup of coffee.

Whether or not the Porto Rican election is to be taken as a slap at the drinking habits of visiting Americans, it is certainly a striking demonstration of the unwisdom of those who sought to force prohibition on Porto Rico by an Act of Congress of the United States. Many of those well-intentioned people who besought Congress to confer the boon of prohibition upon Porto Rico before the power to deal with the internal affairs of the island passed from the hands of Congress must be rubbing their eyes at the calm way in which Porto Rico has adopted prohibition even without the benevolent assistance of the American Congress.

It is humanly certain that under present conditions the prohibition law will be better enforced in Porto Rico than if it had been handed down to the island from a superior power.

THE SHIPYARD STRIKE

About thirty-five hundred machinists, boiler-makers, blacksmiths, and pattern-makers have struck in the New York City shipyards. This does not mean the complete tying up of the yards, for the carpenters are not affected by the strike orders, which have been so far confined to metal workers fighting for a $4.50 minimum day wage. The restraint exercised by the labor unions in not calling out more men is due, they say, to their patriotic wish not to harass the Government at a critical time.

The men say that for more than a year they have tried in vain to present their claims, but that their employers have declined to confer with them. The companies assert that they have always been ready to deal directly with their men individually or through committees, and not with their unions.

The shipyards of the port of New York have been open shops. Union and non-union men have worked side by side. Some fifteen years ago the shipyards were subjected to a series of strikes due to the activities of what was known as the Marine Trades Council, and as a result of the Council's activities a large amount of repair work was driven out of the port. In 1903 the Marine Trades Council was disbanded, and until about a year ago nothing was heard of it. But since our Government's severance of relations with Germany its activities have been again in progress, and, according to the shipyard owners, the Council is taking advantage of the war emergency to attempt to unionize the shipyards.

As to wages during the past year, three substantial increases have been granted to the employees of all the yards, and in addition a year ago the working hours in the shipyards were reduced from nine to eight hours a day. The yards are paying practically the same wages as are paid by the Brooklyn Navy-Yard, and are paying more than it does for overtime.

Suspicion that a German plot is behind the strike prevails in some quarters. Some weeks ago one hundred and thirty-seven carpenters struck in one of the shipyards. Investigation showed that only three of the strikers were American citizens. One striker returned to work and stated: "This is not a strike, but a conspiracy against the United States Government."

We trust that any such suspicion concerning the present strike will prove unfounded.

LABOR UNREST IN JAPAN

The fact that some ten thousand ship-builders, boiler-makers, and machinists have gone on a strike at Nagasaki, Japan, is a notable event, for strikes in the forms prevalent in this country are still a novelty in Japanese factories. The ten thousand constitute practically the entire force of the Mitsubishi Dockyards and Engine Works, the oldest and foremost yards, not only in Japan, but in the whole of the Far East. The Mitsubishi built those magnificent trans-Pacific liners of the Toyo Kisen Kaisha—or, as we would say, of the Toyo Kisen company—the largest liners on the Pacific, as well as the thirty-one-thousand-ton superdreadnought Huga. The works command a water-frontage of a mile and a half, and are electrically driven, the power being supplied by the firm's own plant.

This is the first serious labor trouble reported of late in Japan. We have confirmation by a high authority of our supposition that its cause is the same as that which has influenced labor strikes in England, namely, that when stockholders are receiving sudden and large profits from industries having to do with war supplies it is natural for the employees to want to get as immediate a share as possible in those profits.

In addition, there is in Japan a special incentive to labor strenuousness, for since the outbreak of the war many new dockyard companies have been organized, and among them there is, of course, keen competition to get skilled workers. The

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CARTOONS OF THE WEEK

Cassel in the New York Evening World

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READY!

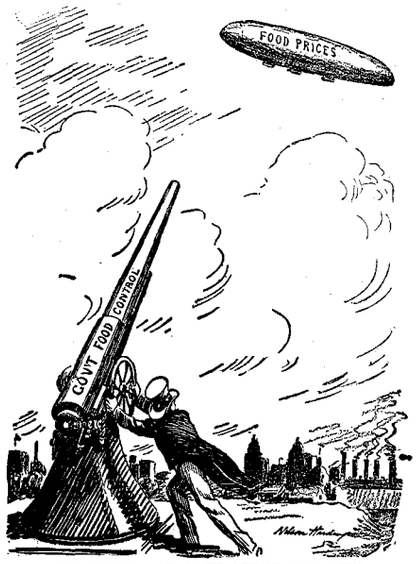
Kirby in the New York World

THE ACCOLADE

Wilkinson in the Passing Show (London)

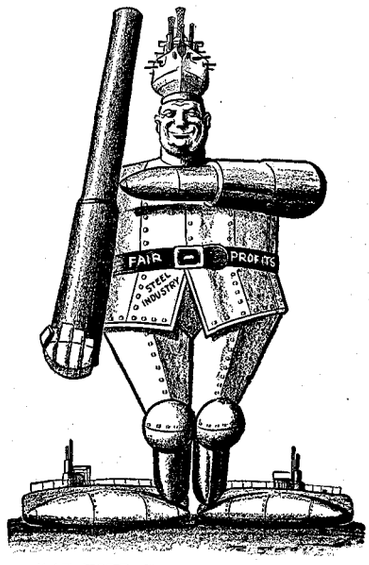
THIS LITTLE PIG STAYED AT HOME

Harding in the Brooklyn Eagle



WANTED—AN ANTI-AIRCRAFT GUN

Scott in the Cleveland Leader



"AT YOUR SERVICE, UNCLE SAM"

Westerman in the Ohio State Journal

A FINE CHANCE THE GERMAN PEOPLE HAVE TO START SOMETHING!

Shafer in the Cincinnati Post

"TO THE END"

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workers are attracted to the plant which pays best, and those workers who do not receive the highest pay are likely to strike for an equalization. This is one of the natural consequences of the sudden accession of prosperity to any business.

Wages in the Japanese shipping industry have been mounting rapidly. At the beginning of 1916 there was an average pay of from eighty to ninety sen a day (about forty to fifty cents). That would be equal in Japan to the purchasing power of $1.50 to $2 in this country. From this point, we are told, the wages of the dockyard men doubled, and became one yen (about a dollar), then a yen and a half, then three yen, and in some cases of particularly good labor even five yen a day. The present strike would indicate that the men want even more.

OPIUM

The news has just reached this country that the English Anti-Opium Society has come to an end because there is no further reason for its existence.

The extirpation of opium in China and India is an event which many people supposed would be impossible. Years ago the Governments of China and India agreed to a gradual reform so as to bring about the extinction of the traffic in the present year. The former poppy-fields in China have been given over to the production of other crops—such as cereals, cotton, rice, and rubber.

The English Anti-Opium Society was the logical outgrowth on the part of indignant Britons at the first and second opium wars, when England forced China to sign treaties by which English opium traders were paid for all their losses by reason of China's destruction of opium, and by which, later, the Chinese Government bound itself not to interfere with the introduction of opium into the Empire.

Following American initiative both in China and the Philippines in opium reform, the Empress Dowager in 1906 issued an epoch-making edict by which the growth, sale, or use of opium must in ten years completely cease throughout the Empire, and the opium-fields be reduced by one-tenth every year, under penalty of confiscation.

Later, convinced of the Chinese Government's sincerity and ability in the matter, the British Government agreed that, if China continued to extinguish the opium-fields at the same rate as was then in progress, the Indo-Chinese opium traffic should also be brought to an end.

The extirpation of opium will always redound to the credit of the old Imperial Government of China, although the new Republican Government has given it even more serious support.

THE FORGOTTEN CAPITAL OF ETHIOPIA

A report of interest to archæologists occupies the greater part of the current number of the "Bulletin" of the Boston Museum of Fine Arts. It is that of Dr. Reisner, Director of the Harvard University–Museum of Fine Arts Egyptian Expedition's work in 1915–16. The Sudan Department of Antiquities granted it a permit to make excavations at Napata, the Kush of the Old Testament, the ancient capital of Ethiopia.

The city of Napata appears to have lain on both sides of the Nile. On the western bank stands a table mountain of sandstone called Gebel Barkal, venerated by the ancients as the "Holy Mount," under the precipitous eastern wall of which the ruins of temples have always been visible. On the low hills near by are small pyramids, some with casings nearly intact. Archæologists have attempted surveys and inscriptions of the temples and monuments. Many pieces of sculpture and a number of important historical inscriptions have been carried away to enrich the Egyptian museums of Cairo and other cities. But the temples and pyramids had never been systematically explored.

This was the task before the American expedition, a task the more interesting because of the possible light it might throw upon the older period of Ethiopian history, the Egyptian occupation of the Sudan (about B.C. 2000), and the development of Egypto-Nubian civilization, but more probably upon the Egyptian reconquest of the Sudan in the sixteenth century B.C., when for some five centuries the country was ruled by an Egyptian governor called "the King's Son of Kush." Finally, the Ethiopians overran Egypt. The kings of Napata ruled over Egypt and Ethiopia.

One of them, Shabaka, attempted to stem the Assyrian conquest of western Asia by assisting Hezekiah of Judah and the other small Palestinian states. Tirhakah, Shabaka's commander-in-chief, is mentioned in Second Kings as fighting against Sennacherib; Assyrian inscriptions tell of his wars with Esarhaddon and Ashurbanipal.

Ultimately Ethiopia was driven back.

The American expedition cleared the underground chambers of twenty-five pyramids. As uncovered, the temple of Amon was found to be a vast place, equal to any of the great Egyptian temples except Karnak, and it revealed a number of life-size statues of the Ethiopian kings. Five other temples were then exposed; built at different periods, they represented the entire era of the theocratic monarchy, thus opening the way to a history of Ethiopian architecture.

The work of the American expedition is deserving of record, for it marks a notable event in archæological research.

THE RENOMINATION OF MAYOR MITCHEL

The renomination of Mayor Mitchel, of New York City, has been made certain by the action of the Fusion Committee of 1917.

Mayor Mitchel, in his campaign for re-election to office, is certain of the support of the best elements in both the Republican and Democratic parties in New York City.

The re-election of Mr. Mitchel as Mayor of New York will be an act of much more than local significance. It will mean the triumph of good government in the most important of American municipalities, and an encouragement to all those who are working for the highest civic ideals. One phase of the constructive work of his administration is treated in an article in this issue of The Outlook.

Moreover, it is of paramount importance that the greatest seaport city of the United States should in this time of stress be under the administration of a man whose courage, loyalty, and grasp of the problems of police protection are unquestioned. It would be difficult to measure the possibilities for evil if, like Chicago at the present time, New York suffered under the administration of a man of the type of William H. Thompson.

The re-election of Mayor Mitchel will mean much, not only to the welfare of New York City, but to the defense of the United States.

THE CALL OF THE NATION

WITH the summoning of its sons to the colors the United States has entered the war.

On Good Friday Congress declared war, but that only indicated its intention. Forty or fifty thousand Americans had previously enlisted and were serving in the trenches, the airplanes, the ambulances, and the hospitals. But that only demonstrated that there were in the United States forty or fifty thousand Americans ready to dedicate their lives to the defense of imperiled freedom. But now a fraction of the United States army is upon the soil of France; American destroyers are in British waters hunting German pirates; naval volunteers are patrolling French and British coasts; and ten million men between the ages of twenty and thirty are enrolled for military service, to be called to the colors as the country needs them. We have only crossed the threshold. But we are in the war.

Young men for action, old men for counsel. Responding to a request, I offer here some words of counsel to unknown readers confronting the great question of their lives.

We are all, young men and old men, women and children, to dedicate ourselves to the service of our country. There is no exemption. The country enters upon this war; not merely a professional or a volunteer army for the country. But what service we can individually render and how best render it are questions still to be answered.

You are called to the colors and are going. I congratulate

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you. You are to have a part in the greatest task which has ever been given to men. You may be going to your death. What then? Are we not all going to death? Is there any other possible end to life's long campaign? I congratulate your father and mother. They have brought you up to be a soldier. They have endowed you with the spirit of heroism and self-sacrifice. That is a great endowment. You will find your best friends, but also your worst enemies, in the camp. Be armed with a high resolve to keep your whole body, soul, and spirit blameless. Take with you as your constant companion the One who has called you to follow him in this great consecration. "As he died to make men holy, let us die to make men free." Strong in his companionship, you will bring back to your home here or carry forward to your home beyond an unbroken courage and a pure spirit.

You are a young man of military age and in the first call. But a mother or a wife or children are dependent on you, or some physical disability halts you. Shall you claim exemption? You will render no service to your country by filling a bed in an overcrowded hospital; perhaps no compensating service by leaving those dependent on you to be cared for by your neighbors. What is your duty?

This question the country has not left to your decision. Under the voluntary system it was left to the individual; under the conscription system it is not left to the individual. The country calls all men of military age to the colors and says to them: "I will decide whether you are physically fit for military service and whether you can best serve your country at home or abroad." State to the Exemption Board the facts in your case, and leave the Board to decide your duty. This is in accordance with a universal rule of life: Do not shirk your own responsibilities; do not assume the responsibilities which belong to others. The responsibility of deciding whether you can best serve your country at home or abroad your country has assumed. Let your country decide it. The decision may be erroneous, but the error will not be yours.

You are of military age, but not in the first call—in the second or third call. Shall you wait till you are called or shall you volunteer now?

This is a question you must decide; no one can decide it for you. My grandfather's rule is a good one: "When you do not know what to do, do nothing." The country needs men now; it also needs a reserve on which it can call in the future. How many it needs now, how many it needs in the reserve, you cannot judge. The fact that you are not in the first call raises a presumption that you are needed in the reserve for a future call; but if you are eager—go! It is better to be in the service with a satisfied ambition than at home with a restless ambition. If your heart is in the trenches, your body had better follow. But do not imagine that only those serve their country who serve it in the trenches. The country needs men to work in the munition factories, to operate the railways, to cultivate the crops, to minister to the sick in America as well as to the wounded in France; men to maintain justice and liberty at home as well as to defend justice and liberty abroad; men to inspire by voice and pen in pulpit and in press courage and persistent resolution in the homes as well as in the fields of battle. If your country calls you to leave your home industry in order to serve abroad, go ungrudgingly. But do not forget that your country needs patriotic service here as well as there.

Some of us are too young to go. You are at school. Think twice before you drop your preparation for life in order to enter now into life unprepared. To-morrow will need its men and women as much as they are needed by to-day, and it will need them well fitted in body, mind, and spirit.

Some of us are too old to go. I wish I could shoulder a rifle or fly an airplane—the latter would be my preference. But I must be content to do what little I can with my pen and my voice.

But even if a million young men are sent into the field, there will still be left ninety-nine million Americans at home, and all of us, except the boys and girls not yet in their teens, can do their "bit" in this world war. We can help or we can hinder. Fathers and mothers can with a tearful foreboding or with the heroism of a great self-sacrifice endow their departing sons. Preachers and editors can by their perilous pacifism invite for America the shameful cowardice which the pacifists of Russia have brought upon that people, or by the fervor of their courageous patriotism can do for our soldiers in the field what the priests and pastors and writers of France have done for their heroic land. Merchants can play the part of Judas and speculate in the bloody agony of their country, or they can dedicate their experienced energies to the task of reducing to a minimum the privations inevitable in a great war.

We can all co-operate with our Government in the great endeavor. We can be patriots, not partisans. We can criticise without carping and commend without flattering. We can create a public opinion that paralyzes or inspires, for public opinion is not made by the newspapers; they only reflect it. Public opinion is made by the influence unconsciously exerted in cars and hotel lobbies and clubs and, most of all, in homes. We can so foresee and forecast dangers as to promote panic or so as to strengthen courage. We can enter upon our tasks with reluctant hearts, driven to it by an invincible destiny; or we can enter upon it inspired by the high resolve that the world war shall end in a world freedom and a world peace.

LYMAN ABBOTT.

MAKE HASTE

Who of us has not been impatient at the dissensions, the debates, and the delays in Washington? Shall we build steel ships or wooden ships? While we have been debating this question we have not built ships, and the German submarines have continued to destroy all shipping except their own. What shall we do to secure economy in food consumption and efficiency in food production and distribution? While we debate and do nothing the speculators take advantage of a National indecision and prices of foodstuffs threaten our homes with discomfort. What type of airplane shall we adopt, and shall we depend on draft or volunteering for our aviators? While we have been considering these questions the Germans have continued to drop bombs on unfortified cities and kill women and children. The criminal folly of it all is hard to bear. Is there no remedy? Must we abandon democracy and give to the President dictatorial powers?

Both yes and no. Dissension and debate are essential in a democracy. Promptitude and efficiency of action are easy in an autocracy. But impatience and irritation cure nothing. Cursing Congress and the bureaus is as easy as it is useless. A rational consideration of the relative advantages of autocracy and democracy, and of what we may do to secure the advantages of both in a free Republic, is not so easy, but neither is it so useless.

The Czar decides that vodka is injuring his people. He issues a decree forbidding its use. A single mind considers the question; a single will decides it. In democratic America the question whether the use of whisky is a benefit or an injury can be decided only by seven or eight millions of voters, and this involves a protracted debate, not only in every State in the Union, but in every school district, every church, every home. This is a long, slow process. When Russia abolishes vodka, it is because one man has become a prohibitionist. If the United States abolishes whisky, it will be because something over fifty million people have become prohibitionists. The effect seems to be the same in both cases—the prohibition of distilled liquor as a beverage. The effect really is very different: it is the resolve of one will in the first case, it is the resolve of thousands of wills in the other. In the one case it means a great people *compelled*, in the other case a great people *resolved*, to cease drinking strong liquors.

Imperial Germany could decide on war as soon as the Kaiser could make up his mind, and it could put an army in the field in three days thereafter. Democratic America has taken two years and a half to decide to enter the war, and may require another year of preparation before she will be on the field of war in any adequate force. This—or at least something like this—was unavoidable. Dissensions, debates, delays, are essential in a democracy. For self-government in a community is impossible without a conflict of convictions, as self-government

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in an individual is impossible without weighing and balancing conflicting considerations.

But when the people have decided, the debate should cease. Worse than any decision is indecision.

Democracy requires freedom to debate while the people are considering a question; but it also requires an end to debate after the question is decided. The Court has rendered a great service to the country by inflicting the highest penalty which the law allows, and inflicting it without suffering the law's delays, upon the two criminals who attempted to thwart the will of the people by discouraging enlistments. The House of Representatives blundered in adopting a tax bill without discussing it. The Senate blundered by going on in a protracted debate of the Food Bill after everything had been said upon it which the wit of men could devise. The American people are practically a unit in their desire for an increase in food production. Thousands of boys and girls are tilling the ground who never handled a spade before. Hundreds of thousands of acres are under tillage which were never tilled before. The American people are practically a unit in their desire for rational and well-considered food economies. Hotels, railways, clubs, homes, are voluntarily practicing economies. The Nation is eager for a Nation-wide cultivation of food supplies and promotion of food economies. What it wants of Congress is action that will make organic what is now unorganized, and Nation-wide what is now individual and local.

The questions which the people had to decide are decided. They have discarded their traditions in order to take part in the European war; they have imposed on themselves an unprecedented taxation; they have substituted conscription for volunteering. The debates and delays which preceded these decisions were unavoidable in a democracy.

But there are other questions which the people cannot decide. We, the people, have not the knowledge necessary to determine what price the Government should pay for coal, what type of airplane it should adopt, whether it should build steel boats or wooden boats. Neither Congress nor the President should wait to hear from the people on these questions, for on these questions the people possess no knowledge, and therefore can give no counsel. Is the question one for Executive decision? The President should in all cases do what he has virtually done in the ship-building controversy—call his wrangling servants together and say to them: Agree in twenty-four hours or resign, that I may appoint servants who can agree. Is it one for legislative decision? Congress should permit only the debate necessary to give Congressmen the knowledge required for the decision. Inaction in such a time is more perilous than erroneous action. To build any kind of boats is better than to build none. To pay two prices for coal is better than to leave the furnaces of the munition plants unfed. Stubbornness is criminal stupidity. He who promotes delay injures our allies and aids the common enemy. Napoleon was defeated at Waterloo because Grouchy delayed and Blücher did not. The Federal forces were defeated at the Battle of Bull Run because Patterson delayed and Johnston did not.

The one message of the country to its servants at Washington should be, Make haste.

DEALING WITH SEDITION

One hundred miners are cut off from the outer world by a cave-in; food failing, water limited. The only hope of safety lies in constant labor and in the even distribution of the elements necessary to sustain life.

To men placed in such a situation the necessity of sacrificing individual liberty in the community interest becomes instantaneously self-evident. Such an imprisoned community recognizes without argument the justice of killing the man who steals food, wastes water, or refuses to labor, even though under normal conditions a fine, a few days in the workhouse, or a loss of employment might be all the penalty exacted for such acts.

A nation at war is, to a certain extent, in the position of such an imprisoned community of miners. In time of peace a democracy can stomach the utterances of half-baked radicals without damage, but in time of war the limit of the country's patience is to be determined by the good of the country as a whole rather than by the desires of specific individuals.

We have freedom of the press and freedom of speech in the United States, and this heritage is one which we will never surrender; but freedom of the press and of speech does not mean freedom to foment sedition, freedom to slander our allies, or freedom to give aid and comfort to our enemies.

Whenever it becomes expedient to suppress such sedition, slander, or treason, the Government should have the power to act, and it should exercise that power. Whether or not a particular journal devoted to discouraging recruiting should feel the heavy hand of the people's authority is not to be determined by any individual's conception of the ideal of personal liberty, but purely on the ground of social expediency. Or when a Senator of the United States avowedly approves of an unfair tax measure on the ground that it will hamstring America as a belligerent, expediency alone should determine the attitude of the country towards such a leader. Morally, at least, such a man may be deserving of impeachment. But the country may properly decide that it has no time at present to trifle with such proceedings, and that it prefers to leave such a Senator to the judgment of his constituents.

The country is at war. Its first duty is to wage war and to wage it effectively.

THE NEW GERMAN CHANCELLOR

WHAT PEOPLE THINK OF HIM

THE new German Chancellor is Dr. Georg Michaelis. He is sixty years old, a Prussian, and is the first so-called "commoner" to be Chancellor. He has not even a "von" before his name. He is a typical Prussian bureaucrat, honest, rigid, Protestant, and, up to a few months ago, was not much distinguished from hundreds of other bureaucrats. As a young man he entered the Prussian Department of Education, and from 1885 to 1889 taught in the German school at Tokyo. Returning to Europe, he was admitted to the Prussian bar, served in several small judicial offices, and in 1902 became First President of the Breslau Municipal Council. In 1909 he was appointed Under-Secretary of Finance, and last February Food Controller for Prussia. His first appearance as Food Controller before the Prussian Parliament called forth the following doggerel, addressed to Prussians by "Kladderadatsch," the well-known humorous weekly, in its issue of March 18, 1917:

"Kannst du auch nicht, wie du wolltest,
Dass du dem Geschicke grolltest,
Nein, dass möchten wir nicht gern.
Und das End' von dem Krakehl is;
Alles hofft auf—Michaelis,
Michaelis is nicht fern."

(Though you can't do what you might,
We should much regret the sight
Of you, cursing out your star.
And the end of all the wail is
All are hoping for—Michaelis;
For Michaelis is not far.)

In the last line there is a play upon the word "Michaelis," which also stands for Michaelmas, the autumn season.

According to the Paris "Journal," Dr. von Bethmann Hollweg, the late Chancellor, found his position increasingly difficult because during the past year he had been leaning more and more towards the Liberals, and yet, in order to keep his political balance, had to make certain concessions to the Conservatives. The Liberals, however, had become increasingly strong,

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and had finally forced from the German Emperor, as King of Prussia, the announcement that universal suffrage would control the elections to the lower house of the Prussian Parliament. As Dr. Michaelis's first speech since then was also his first speech as Chancellor, Liberals looked forward to it as likely to contain some signs of even greater progress—perhaps ministerial responsibility to the people. But, according to the despatches, all they got was this:

> It goes without saying that I stand upon the ground of the Imperial rescript of July 11 concerning the franchise in Prussia. I consider it advantageous and necessary that closer touch should be established between the great parties and the Government. I am ready, so far as this is possible without impairing the federal character and constitutional basis of the Empire, to do everything possible to impart to this co-operation more life and efficiency. I also consider it desirable that the relations of confidence between Parliament and the Government should be made closer by calling to the leading executive positions men who, in addition to their conciliatory character, possess the confidence of the great parties in the popular representative body. *All this is, of course, possible only on the assumption that the other side recognizes that the constitutional right of the Imperial administration to conduct our policy must not be narrowed.*

The italics are our own. In other words, autocracy must continue to rule. The Junkers triumph. Evidently Dr. Michaelis had received the same hint from those in real control that the semi-official "Kölnische Zeitung" had, for in its comment, as cabled to this country, it pleads with the German people to be cautious about "this business of democracy," to go about it slowly and in their own way. And yet, in its turn, the Berlin "Morgen-Post" is certain that the development of the country's political life is going "forward and upward," and the Berlin "Börsen-Courier" points out that the will of the Sovereign and that of the people "largely coincide." Far more outspoken is the Berlin "Vossische Zeitung," a favorite paper with many moderates. It declares that nothing has happened except a change of Chancellors, and this will be of no avail unless responsible Parliamentary control is established. And the Hamburg "Fremdenblatt" bluntly asserts that the new Chancellor's heart is not in the reform of the Prussian franchise, and that he has side-stepped the subject of Parliamentarism. (Of course all these comments from Germany come to us in translation and over the cable.) The Copenhagen "Politiken," blunter still, declares the speech to be no advance over the latest speech of the former Chancellor, and says that the reference to Parliamentarism can be paraphrased as "Hurrah for popular representation, provided you leave me in power." Other foreign papers farther afield, like the London "Chronicle," affirm that the new Chancellor's language suggests a German autocracy, at first shaken by the storm of the Russian Revolution, but again rearing its proud head, for, as the London "Standard" adds: "Reaction in domestic affairs has prevailed over Bethmann Hollweg's hedging policy."

With regard to external politics, especially with regard to the "no annexations" resolution introduced into Parliament, the speech was quite as significant as it was with regard to internal politics. Perhaps the most discussed statement in it was the following:

> The burning question in our hearts is, how much longer is the war to last? . . . Germany did not desire the war in order to make violent conquests, and therefore will not continue the war a day longer merely for the sake of such conquests if it could obtain an honorable peace. The Germans wish to conclude peace as combatants who have successfully accomplished their purpose and proved themselves invincible first. A condition of peace is the inviolability of German territory. No parley is possible with the enemy demanding cession of German soil. We must by means of understanding and in a spirit of give and take guarantee the conditions of the German Empire's existence upon the Continent and overseas. . . . We cannot again offer peace. We have loyally stretched out our hands once.

These sentiments were received with favor by the Berlin "Tages Zeitung," which says that Dr. Michaelis's words sound good, but that it is necessary to "wait and see whither he directs his course;" and with even more favor by the "Deutsche Zeitung," which is glad that the Government is again in the hands of "a man who is determined to govern, not drift." The Berlin "Kreuz-Zeitung," the organ of the Junkers, Conservatives, and extreme militarists, asserts that the speech did not signify categorical acceptance of the peace formula "without annexations or indemnities."

Liberal papers, like the "Berliner Tageblatt," often regarded as reflecting the late Chancellor's views, and the Socialist "Vorwärts," take issue with this assumption. "Vorwärts" protests that Dr. Michaelis has not accepted the facts of the situation, and that he gives his impression of the war cautiously. The Paris "Matin" shows why he has to do so, for Parliament now has itself formulated its own views of peace and war, and unity no longer exists in it; it is not a homogeneous force—it is divided into a minority which approves the Crown's representative, a majority which maintains its own point of view without, however, daring as yet to impose it, and a few extremists who, like Haase and Ledebour, are willing to demand the creation of a republic.

The speech has found one remarkable echo in this country—from Senator Lewis, of Illinois, who, at the suggestion of German citizens of Chicago, declared in the United States Senate that the Chancellor's address can be read as follows: that if the Allies will but ask peace, the mere asking will be a sufficient excuse for Germany's yielding to any terms that will be asked; that this is confirmed by the sentence afterwards used by the Chancellor: "Having asked peace before, Germany will wait for others to ask it who are interested more in its terms and details"—that if any of the Allies ask peace, Germany would yield because, under those circumstances, she would not be humiliated. On this the pro-German and very widely read "New-Yorker Herold" says: "We cannot resist putting a question out of curiosity: Has this Senator, who is accounted to belong to the inner circle of those who see the President, spoken with him about the Chancellor's speech?"

Senator Lewis's speech has changed the opinion of the German-language press in the Middle West. The "Volksblatt" of Cincinnati, Ohio, says: "Senator Lewis has expressed the opinion that the speech of the Imperial Chancellor is a bid for peace directed to the United States. That is exactly our idea." The "Waechter und Anzeiger" of Cleveland, Ohio, agrees.

Senator Borah, of Idaho, reminded Senator Lewis, however, that the world cannot be safe for democracy as long as the powers now controlling Germany continue to dominate that Empire, and adds: "It seems to me that Germany has by no means approached the point where she would permit any outside power . . . to interfere with the controlling ruling powers." In the same spirit, Sir Edward Carson, Minister without Portfolio in the British Cabinet, declares: "We can never agree to peace as long as Prussianism holds its head above water. If the Germans want peace, we are prepared tomorrow to treat, not with Prussianism, but with the best of the German nation." And the Prime Minister, Mr. Lloyd George, states:

> What manner of government the Germans choose to rule over them is entirely a matter for the German people themselves, but as to what manner of government we can trust to make peace, that is our business. Democracy is in itself a guaranty of peace, but if it cannot be got in Germany then we must secure other guaranties as a substitute. . . . It won't be long before Michaelis will have to deliver a different speech. That is what we are waiting and fighting for. The freer Germany is, the better we like it. We could make peace with a free Germany.

Meantime opinion in Germany remains divided, not only on peace and political reform, but also on the question of ruthless warfare.

"Your submarine watch has run down." This startling cry was heard in the German Parliament, proceeding from Herr Scheidemann, a Socialist, in rejoinder to the Chancellor. Dr. Michaelis had referred to the submarines as follows:

> The submarine war is accomplishing all and more than all it was expected to accomplish. . . . It impairs England's economic life and the conduct of the war from month to month in a great degree, so that it will not be possible to oppose the necessity for peace much longer.

On the contrary, Herr Scheidemann boldly declared, as reported, that the U-boats had done more harm than good to the German cause, recalling the confident prophecies that two or

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three months of sinking merchantmen would be enough to compel England to sue for peace. And England herself replied through Lord Robert Cecil, Minister of Blockade, as follows:

> One of the most startling passages in his speech is that dealing with the submarine war. Here is a complete change in attitude. The old position was that the U-boat war would starve out England—at various dates, which were altered from time to time. Now it is suddenly admitted that the starving of England is impossible. The new phrase is that the submarine war is to "impair England's economic life"—quite a different terminology and a distinctly pleasant recognition of our contention that the idea of starving England is absurd.

The submarine war statement by the new Chancellor also included America. He said:

> We look without serious concern upon the optimistic sentiment in the Entente countries because of America's intervention. It is easy to recognize how much tonnage is necessary to transport an army from America to Europe. . . . We shall be able to master this situation also through our fleet, particularly the submarines.

Concerning all this the Paris "Matin" says that the Chancellor's programme may be summarized in two words, "Hold out" and "Bluff." On the other hand, the best-known German-American daily newspaper, the "New-Yorker Staats-Zeitung," points out:

> Germany does not want to continue the war a moment longer if her enemies are ready for an honorable peace, and this despite the opinion shared by all the German leaders that Germany has in her submarines a weapon in which she is justified in placing the greatest confidence. Germany expects with the greatest possible certainty that the final victory will be won by her submarines.
>
> Chance, if we may speak of chance, so willed it that the "Times" of this city, on the day that the German Chancellor made his maiden speech, came forward with revelations intended to prove that the Allies could not reckon upon having victory perch upon their banners in case they should not succeed in making good the actually enormous losses in ship tonnage. Consequently it will hardly do to reproach the Chancellor with the charge that his words were mere boastings.

We find an explanation of Dr. Michaelis's attitude towards America in Mr. Lloyd George's words: "He knows America just as little as the Germans knew Great Britain."

HOW SHALL WE MANAGE OUR WAR MACHINE?

TWO ACCOUNTS OF CONDITIONS AT THE NATIONAL CAPITOL

*That our Government should conduct its share of the war efficiently and with full observance of the principles of democracy and liberty is not only a matter of pride for every American, but is also a matter that will affect the happiness and welfare of practically every household in the land. The two pieces of special correspondence which follow throw light on this vital subject. The two supplement each other. One gives a survey of the general conditions in Washington; the other describes a specific problem and the way the Government has been dealing with it. Mr. Haskell, who writes the first piece of correspondence, is Associate Editor of the "Kansas City Star." He is one of the most competent and discriminating observers of social and political events. Dr. Odell, whom our readers will at once recognize as the author of the striking article in The Outlook for June 27 entitled "A Trout Stream and the Cracking Universe," has first-hand knowledge of the specific problem he deals with, for he lived and preached for several years in Scranton, Pennsylvania, in the heart of one of the coal regions. He is a student of things political and economic, having served as editor and editorial writer in Scranton and Philadelphia.—*THE EDITORS.]

THE DANGER OF DRAGGING ALONG

SPECIAL CORRESPONDENCE FROM WASHINGTON

"WE have finished the preliminary work of organizing for the war. All things considered, we have done splendidly. But now we are approaching a new stage. We ought to catch our breath, look about, and get ready for the long pull ahead. We have been working with a frankly temporary organization. We need to reorganize on a permanent basis. We have the framework for the new organization right here in the Council of National Defense. Make the Council an authoritative body, a real war council, and the problem is in a fair way to be solved."

That was the diagnosis of the Washington situation and the prescription given by a member of the Advisory Commission of the Council of National Defense, as he sat at his desk in the Munsey Building and looked out over the city in which the hopes and fears of a Nation are centering. He is one of the big business men of the country. His name is widely known. He has been working in Washington for months at his own expense, as so many others have, just because they are Americans. His views are the outcome of intimate knowledge and much reflection.

But we are beginning at the wrong end of the story. To get the significance of the plan proposed and to estimate its practical application, we must take a look at the problems in Washington and observe how the Government has been meeting them. For the present situation is the outcome of an enormously rapid development to meet emergency after emergency as they have arisen in quick succession.

Last year Congress authorized the creation of the Council of National Defense and its Advisory Commission. The Council was made up of six Cabinet officers: the Secretary of War, Mr. Baker; of the Navy, Mr. Daniels; of the Interior, Mr. Lane; of Agriculture, Mr. Houston; of Commerce, Mr. Redfield; and of Labor, Mr. Wilson. The Advisory Commission was made up of seven men called from civil life because of expert knowledge and ability, under the chairmanship of Mr. Daniel Willard, President of the Baltimore and Ohio Railroad. The Council and Commission were charged rather indefinitely with looking after the general welfare, in the fashion of the preamble to the Declaration of Independence. What they proceeded to do was to take stock of the country's resources. They were immersed in this card-indexing business when war broke. That transformed the problem, and the Commission proceeded to draft men from every part of the country to meet the emergency of raising and equipping in every detail an army that promised eventually to include two million men.

Men were summoned from their desks for a few days' help in Washington, and many of them haven't been home since. A big manufacturer in a Middle Western city, for instance, got a call to go to Washington for three days to give counsel on a complicated problem of standardizing certain war material. At the end of three days he was asked to stay ten days longer. He is still on the job. He was allowed to go home for a day or two to close his desk. On the station platform, coming back, he happened to meet a young fellow of his acquaintance who was just getting into a successful business career.

"Jim," he asked, "are you looking for a way to serve your country?"

"You've said something."

"Then come to Washington at your own charge to be my secretary." So Jim went.

"All these young fellows you see around here working their heads off," this same man told me, "are either successful business men who can afford to give up their time or else silver-spoon youngsters who have been financially situated so they could come."

The organization expanded hourly as the needs became apparent. Take cotton duck as an illustration. Cotton duck doesn't sound particularly warlike. But an army isn't an army without it. Cotton duck is used for uniforms, for tents, for cots, and a score of other things. Under normal conditions a half-dozen bureaus are buying it for the army. But these pur-

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chasing agencies saw at once that there wasn't going to be enough cotton duck in the country to meet their needs, and that if they went into the market and bid against each other they would simply put the price up without furnishing the supply. That sort of thing was done in the Spanish War, and people said, "Too bad; the Government always gets the worst of it," and let it go at that.

Under the emergency war organization, the situation was laid before the Advisory Commission. The Commission called in representatives of all the big mills. It said, in effect: "Gentlemen, here are the Government's requirements. How nearly can you meet them?"

The manufacturers conferred, and reported the probable shortage. To which the Commission replied: "We shall expect you, gentlemen, to stop weaving other cloth until you have met the Government's needs. Allot the contracts in a way to produce the quickest results. The price will be based on the cost of cotton, with a fair profit. Go to it." And the Government is getting its cotton duck in a way that would have seemed incredible four months ago. That was the origin of the Co-operative Committee on Cotton Goods.

The same procedure was followed in other lines. We had to have rifles, and the Government couldn't possibly produce enough Springfields for our requirements. So the Advisory Commission turned to the three largest makers of Enfields for the British and asked what they were prepared to do. The problem was complicated, owing to the fact that the British Government owned some of the machinery used in these private plants. But the makers of rifles knew what they could do, and order came out of chaos. We shall have rifles for more than a million men in September.

Incidentally, the Advisory Boards have nothing to do with the final making of the contracts. The contracts are turned over to the proper Government officials, who are given every opportunity to scrutinize them.

"The Quartermaster's Department has had enormous experience in buying supplies," a member of the Advisory Commission said. "I would like to see somebody try to put something over on them. The Ordnance Bureau knows all about the cost of rifle manufacture. We put the rifle contracts up to them. They were the final judges."

I cannot forbear to cite here a minor item which was announced in the regular routine, but which doubtless not one person in a thousand noticed. The army and navy needed a half-million cases of canned peas. The Committee on Supplies of the Council of National Defense called a conference of canners in Washington, and arranged for prorating the Government's requirements among the canners. Plans were worked out to determine the most economical way in which the peas could be shipped from 250 canners in fifteen States to the supply depots, so as to effect a great saving in freight charges. The prices agreed to were all under the market. An experienced Washington correspondent, reading the story sent out from the Committee on Public Information, remarked: "Of course there is no particular interest in that and in a thousand cases like it. But if we had bought a single case of peas above the market, what a howl would have gone up!"

All these instances merely illustrate how the big things have been moving in getting the Nation on a war basis, so that Secretary Lane could say the other day, "I feel the country has the right to be fairly well satisfied with what its representatives here have been doing. We have got things under way so that we shall have more than a million men in camp in September, in good, sanitary dwellings; each man equipped with uniform, shoes, and rifle, and under trained officers. We have initiated a comprehensive aircraft programme. Only those who have been on the job know what a big job it has been."

If things have gone so well, why is there need of any reorganization?

Briefly, because we have worked ourselves into a jam, which will cause delay unless it is straightened out. We have the emergency work pretty well in hand, and in so doing we have got a tremendous machine under way. Now everything depends on the skill and promptness with which we operate the machine, and the emergency organization isn't adapted in its present shape to the new phase on which we are entering.

In this war, time is the essence of the contract. To be specific: If the submarine menace continues at about the present rate—and there is no indication of any miracle to subdue it—we have somewhere between eighteen months and two years to win the war in. Mr. Arthur H. Pollen, the British naval expert in this country, figures that, with the present rate of destruction and with the ship-building programme which can be carried out in America and the rest of the world, we have until the spring of 1919 before the submarine strangulation will be severely felt. Chairman Denman, of the Shipping Board, estimates a period of two years in which we may obtain a military decision.

Delay, then, may be as disastrous to us as some dramatic military blunder. Our allies are going to save us from any such blunders as they themselves committed in the early part of the war. Even if we so desired, they will not permit us to put men in the battle-line without sufficient training and artillery equipment. Apparently there is no chance for us to repeat Gallipoli or to have a newspaper exposure of such a mistake as that which led the British Government to send shrapnel to the front instead of high-explosive shells.

The danger with us is that we shall have things dragging along, as the ship-building programme has dragged, because we have not the proper machinery to get quick and at the same time intelligent decisions.

As you become acquainted with the civilian volunteers who are at work in Washington, you keep learning of instances where things have slowed down because a routine that worked in peace times is not adapted to war conditions. These men talk in good spirit. They freely express admiration of the ability and efficiency they have found. They do not wish to criticise, but they are deeply concerned.

There is the instance of a minor but essential part of one feature of equipment. The sub-committee, which included representatives of the personnel of the departments, after careful study came to a conclusion. About $200,000 was involved. The sub-committee reported to the Advisory Commission, which reported to the Council, which referred the matter to the Cabinet officers heading the departments involved, who referred to the subordinate officials on the original sub-committee, who in turn referred all along the line back.

"We thought we were through," a member of the sub-committee told me. "But no. We were just getting well started. We had to go to four bureau chiefs, who had to authorize the expenditure of the money. In each case we had to convince the chief by going over the whole matter with him, just as we had had to convince everybody else all the way along. We were delayed about six weeks before we got action. There was time for all that routine in peace. There is no time to waste that way in war, when every day is precious."

There is the instance of a colonel in an important branch of the service. A decision had been reached by the service in consultation with its civilian advisers. Formal approval of a paper was needed. The colonel took it to the proper officer. He was busy at his desk and did not look up. Military etiquette forbade the colonel to interrupt his superior officer. He stood there for twenty minutes, got no recognition, and went away. That isn't the way wars are won.

An executive officer in an airplane factory volunteered in the Officers' Reserve Corps. The aircraft production people desired to have him assigned to the factory to supervise for the Government the production of planes. But as no formal contract had yet been let to the factory—although a large contract was in immediate prospect—the officer, under the rules, could not be assigned where he was imperatively needed.

"Do you have any difficulty in getting co-operation with the army men you work with?" I asked a member of the Advisory Commission. "Not at all," he answered; "they are fine. We get the decisions, all right. The thing we can't get is prompt execution. Papers get into the bottom of a clerk's basket. Sometimes it seems to take two or three weeks for him to work through the basket and reach the bottom. We get things done eventually, but we are kept behind our schedule."

Our whole tendency at this time is to swamp our chief executive officers with work and to center everything finally in the President. We expect the heads of our great departments charged with carrying on the war to spend an interminable time

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signing formal documents, O. K.'ing vouchers, and the like. If an inventor wishes to visit a submarine base, he must get his pass from the Secretary of the Navy. I heard of one ten-dollar voucher that went to the Secretary for approval. We have loaded up the President with responsibility beyond the physical power of any one man to meet. We have created a score or more of independent organizations that report to him, and whose policy in more or less detail he outlines. In addition to the regular departments of the Government—the Cabinet departments, the Inter-State Commerce Commission, the Civil Service Commission, and the like—we have instituted new organizations as the need has arisen, like the Shipping Board, the Food Administration, the Export Council, the Committee on Public Information, the Council of Defense, the Advisory Commission and its 153 sub-committees.

The result of loading everybody down with routine has been that there is really nobody—except the President—to review the whole situation, find where the delays are occurring, and really speed up the machine. And no President, as has been said, could possibly handle all the work the emergency organization has put up to him.

In Great Britain, a man who observed the war from the diplomatic service tells me that the pressure of events forced out the incompetents and automatically resulted in high speed. But in this country the pressure cannot be anything like so great because of distance from the scene of war and because of the watchful care of our allies to prevent our making their mistakes. So there is the more need of using care in building an efficient organization.

A discussion of these considerations with the member of the Advisory Commission quoted at the outset produced the suggestion of increasing the power of the Council of National Defense.

"As now organized," he said, "the Council is not a real council. It is merely an assembly of heads of departments. Each man is so busy with his own department that he instinctively considers himself as the head of the department rather than as a Council member. A problem comes up. 'Oh, that belongs to the Secretary of the Navy,' is the natural comment. So there is a constant tendency to 'pass the buck.' And we have a lot of big policies to settle that we keep referring to the President which really should come under the jurisdiction of a war council, for the President has enough to do in general supervision without going into details."

It is necessary only to mention a few of the obvious questions to appreciate the impossible burden we have put on the President. We have a whole set of relations with Russia, with other Allies, with the smaller belligerents. These are of prime importance and need the most intelligent handling based on exhaustive study. We have the Shipping Board controversy. We have the policy as to prices. That is a complex problem, and it ought to be handled in accordance with some general principle. We ought not to put the responsibility on a lot of sub-committees, and then kick if they finally get desperate and take some action. The question of exports to neutrals is an exceedingly delicate matter that could well be reviewed by a war board. Some authority ought to keep tab on the whole situation, and if it is found lagging anywhere it ought to be able to step in. Is the navy doing all that can be expected to meet the submarine menace? What ought to be the general policy of the Government in dealing with rebellious publications through the Post-Office Department? Is our heavy artillery programme adequate? These are some of the matters that might properly come before the Council of National Defense if it had the authority to deal with them.

"You think the six Cabinet members of the present Council are the men to be intrusted with such power?" I asked. "Would it be better to give it to them rather than to appoint an outside war council to which the Cabinet should report? Men of the caliber of those on the Advisory Commission, for instance? You know some of the Cabinet members have been severely criticised."

"I know they have been, and I think I am fairly familiar with their abilities and their limitations. With that knowledge, I should be glad to see them given the authority to become a real war council. I would really prefer to see them made the council rather than our Advisory Commission. There is always"—and here he smiled—"more or less risk in giving authority to a bunch of prima donnas. The Cabinet members include some brilliant men, and others not so brilliant. But they are a pretty level-headed group. They are familiar with the situation. They bring to it different points of view. They can work easily with the President. He likes them and gets on with them. They ought to be relieved of their routine Cabinet duties. Make the Assistant Secretary the acting head of the department. Let the Cabinet officer consider himself, not a department head, but a member of the War Board. Then let the President say to them: 'Gentlemen, you are to take general charge of the war under my supervision. But that supervision is not to deter you from adopting policies and making decisions. And when you make a decision it will be my decision. See that all unnecessary routine is cut out. Speed up everything. Find where things are going wrong and correct them. Above all, guard against delays.'"

Nobody would claim that an energized Council of National Defense is all that is needed. There will have to be simplification and readjustment all the way down the line. At the time of writing we are "over-committeed." The committees get in one another's way. We have a superfluity of advice. Presumably these and other details would be taken care of by an effective managing body.

This scheme of reorganization is set forth, not as an ideal arrangement, but as embodying the plan that more than one member of the Advisory Commission regard as the best within the range of actual possibilities at this time. The present Cabinet, out of which the Council of National Defense is constituted, was obviously not chosen on a war basis. Some of its members are notably deficient in the ability of the natural executive to distinguish between the trivial and the important, to keep the whole situation in view, and to concentrate on the big things and get them done. But there is not the slightest expectation of a Cabinet change at present, whatever the future may compel under the lash of war. The question is whether the reorganization here outlined is not the next step in the evolution of an effective fighting machine. The reasons that support it are those that have driven Great Britain to the same plan of a small war council of Cabinet Ministers without portfolios.

Washington, D. C. H. J. HASKELL.

FUEL: FEUDALISM OR FRATERNALISM

SPECIAL CORRESPONDENCE FROM WASHINGTON

BITUMINOUS coal operators or producers differ no whit from other men. As I watched them and heard them recently in Washington they disclosed the qualities found in other normal Americans during this stressful period. They are cool, resourceful, energetic, and, above all, patriotic. Indeed, there is better evidence of their patriotism on record than can be exhibited on behalf of any other body of business men. Here is the proof: When Secretary Lane called them together in the latter part of June, and told them that deliveries were too slow and prices too high, they immediately took steps to remedy both evils. In the first instance, to facilitate distribution, they formed the Lake Erie Bituminous Coal Exchange, by which coal could reach the great Northwest more quickly; this was done by reducing the classifications of coal from over one thousand to one hundred grades, thus quickening the movement of coal across the docks and returning cars more promptly to the mines. A similar arrangement was made pertaining to the Atlantic tide-water ports, whereby at least an additional six million tons per year can be put over the docks as a result of the pooling.

In the matter of prices the first thing to be made obvious was that not ten per cent of the coal produced during the past

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six months has been sold at the high prices complained of. Extortionate or abnormal prices are frowned upon by all the responsible producers and have been due to speculative interests seizing upon the "spot" coal (coal uncontracted for) and compelling the unprotected consumer to pay any price demanded. The coal operators as a whole are utterly opposed to such irregularities. They met Secretary Lane's complaint in a manner both frank and final; in fact, nothing like it has ever been done by a group of producers in the history of America. By an explicit resolution adopted in Washington, June 28, the coal operators absolutely surrendered their power to fix prices and gave the power without reserve to the United States Government. Thereupon the Secretary of the Interior, the Federal Trade Commission, and the Coal Production Committee of the Council of National Defense fixed a scale of "tentative maximum prices." The word "tentative" was used with exactness, because the prices were to be revised by the Government when the Federal Trade Commission had delivered final costs of production.

The following day Secretary Baker kicked the agreement over in terms which made the operators look like bandits. That Secretary Baker's action was unwise and unjust is universally admitted. Men who had voluntarily surrendered their business into the hands of the Government were made to look like traitors and thugs, in spite of the statement of Secretary Lane that they had "reason to be proud of what they had done" and that "they had worked in a spirit that makes for the success of our country." Mr. Baker had no facts upon which to base his repudiation; those facts are still to be gathered by the Federal Trade Commission. Secretary Daniels's repudiation was even worse, and is one of the most gruesome things on the pages of American official history. Secretary Daniels repudiated the action of the Department of the Interior, the Federal Trade Commission, and the Coal Producers' Committee of the Council of National Defense, on the ground that he had purchased coal for the navy last year at $1.38 per ton. The price is correct; but if Mr. Daniels had known the cost to democracy and liberty and National honor in purchasing the coal at that figure he would have draped the Navy Building in black crape rather than boast of his achievement. The coal in question came from a non-unionized region of West Virginia—a terrorized region, where the lowest class of Negro laborers and the dregs of the Southern Slavonic immigrants were employed, with housing conditions in which no decent man could provide for a family, where the company store and the saloon brought the miner into a state of peonage. As one operator said to me: "What is the use of fighting a war to make the world safe for democracy when democracy has to damn the bodies and souls of its own people to produce the means of victory?"

More light—clear, white light—came to me on the subject from Mr. Thomas H. Watkins, President of the Pennsylvania Coal and Coke Corporation. No one has a better knowledge of every phase of coal-mining in America than Mr. Watkins; he has been in the business from the bottom to the top since boyhood; he served on the famous Roosevelt Anthracite Strike Commission (1902–3), and helped to reach a decision satisfactory alike to the three parties concerned—the miners, the operators, and the consuming public. Mr. Watkins said to the assembled operators last week in Washington: "We have got to stabilize the coal industry. The only manner in which the coal business can be stabilized is to get it humanized. Our cost of production must include an amount sufficient to allow for welfare work among the mine laborers; we must give the men, women, and children the same educational, social, and recreational facilities which laborers and their families find in the other industrial communities; while we are producing coal for the commerce of the Nation we must also produce real Americans for the citizenship of the Nation. This cannot be done if we are compelled to mine coal at the minimum cost of physical labor."

Privately, Mr. Watkins told me that, although his own corporation had not yet paid a dividend after years of operation, $200,000 had been set apart this year for welfare work, and the conditions amid which his employees were working were being constantly improved. "Of course," he added, "not every operator is equally anxious on this point; there are a few unscrupulous operators in our business, just as there are some shysters in the law, some mal-practitioners in medicine, and some bad men in the ministry. But the big and straight operators will help the Government to weed them out, as much for our own sake as for the benefit of the public."

The operators agree among themselves that the cost of producing bituminous coal to-day is not less than $2.50 per ton. It is made up in this way. In the first place, actual physical cost (labor, replacement of machinery, betterment of production, etc.) is $1.50 per ton. But the actual physical cost is only a little more than half of the cost of production if the coal business is to be judged by the standard of costs allowed to every other industry. Every sound business allows a sinking fund to refund capital invested; this costs to the operator 20 cents on every ton of coal mined. Interest on capital, usually represented by bonds, means a charge of 24 cents per ton. Leasehold value averages 15 cents a ton. Selling cost, 16 cents per ton. Managerial cost, figured on earned but unclaimed salary of operators who manage their own property, 7½ cents per ton. The balance of the $2.50—about 18 cents per ton—will be consumed, and more than consumed, by pensions and disability allowances now in vogue in all large coal operations; recreational, educational, and social facilities; and in various charitable and eleemosynary charges which no operator can decently evade.

So far, in spite of all the panic talk about a coal famine, no important industry or manufacturing concern has had to cease business because of fuel shortage. There may have been delays of delivery, causing alarm for the future; these have not been due to the coal operators, but rather to a diversion of shipping from the southern Atlantic ports and a serious car shortage which the Inter-State Commerce Commission will take drastic steps to remedy in the near future. No consumer whom I have met recognizes more clearly the need of prompt deliveries at reasonable prices than does the coal operator. The latter has thrown himself into the task of remedying the errors and evils with an abandon quite as complete as that of the soldier who has volunteered for active service; the operator has not waited to be conscripted, but has already turned his vast and basic business over to the Government even to the limit of price fixing.

It would seem to be the wisest solution of the entire matter to leave the situation precisely where it is now. The Food Control Bill gives the President power over the fuel of the Nation. The Department of the Interior, through Secretary Lane, has already handled the matter in such a manner as to win the confidence and enthusiastic co-operation of the coal-producers; the Federal Trade Commission is investigating the cost of coal production, and will soon reach a decision which will correct any injustices in prices and revise the tentative maximum agreement; the Coal Committee of the Council of National Defense is bringing the producing factors into line in order to speed up production for Government needs and industrial necessities; the Inter-State Commerce Commission can facilitate deliveries through the railways. It seems to me that the thing above all other things to be avoided is the creation of an entirely new commission or department, particularly one made up of men who are not conversant with the innumerable and intricate problems of producing and distributing more than six hundred million tons of fuel per year, upon which our commerce and the successful prosecution of the war absolutely depend. We must not lose time by retraversing ground already covered by competent officials, we must not set out to save democracy by grinding our own laborers into a condition of serfdom through attempting to supply fuel at less than the cost of production (it is always the laborer who suffers in forcing production below cost), and we must not disrupt an all-important industry by putting visionaries, doctrinaires, or mere bureaucrats into control. If the President bears these things in mind in exercising the power given to him by the fuel provision of the Food Control Bill, the Government and the native industries, and even our allies, can have all the coal they need, promptly delivered, and at fair and just prices.

JOSEPH H. ODELL.

Washington, D. C.

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THE HONOR SYSTEM OF EATING IN ENGLAND

BY RUTH WRIGHT KAUFFMAN, OF THE VIGILANTES

Ruth Wright Kauffman is in the war area for the Vigilantes, the organization of writers formed just before war was declared to help awaken the American people to a realization of their duties. Her mission in Europe is to gather material concerning the war-time activities of our allies and the mistakes they have made, so that America may profit thereby; and also to help America to an understanding of the heroism and devotion of our allies, so that we may appreciate the need of applying ourselves whole-heartedly to our own share of the great undertaking.

At present she is pushing her investigations especially among the masses—the workers in munition factories, the peasants at work and in their homes, the tenants of cheap pensions and boarding-houses, the people that travel third-class—in other words, among those upon whom the burdens of war are always laid most heavily.—THE EDITORS.

"WHAT are the scales for?" I asked, looking at a formidable pair of scales on the serving-table.

"For the bread," my London hostess remarked, quite as a matter of course.

We went on eating.

"You mean you actually weigh it?" I again asked.

"Of course," she said. "Don't you see our sign?"

IN HONOR BOUND
WE ADOPT
THE NATIONAL SCALE
OF
VOLUNTARY RATIONS

Then she patiently explained to me (for I was very much a newcomer) what it all meant.

"You see, we haven't bread tickets. There's a great deal to be said against the installation of bread tickets, and yet we are quite aware of the shortage of food. In Germany the bread tickets do no good among the poor of the cities if there is no bread; you can't eat bread tickets."

"But why bread tickets at all? I'm sure that there is no sign of distress. Why don't you wait and see if things won't come out all right? The war might be over before you needed food."

She laughed at my ignorance.

"We look at it the other way," she said. "That's why we are put on our honor. Not exactly the men—they don't buy or cook—but the women. Haven't you seen that hideous sign about the kitchen being the key to victory? Every housewife can control her own kitchen. That is one of the ways women can help."

Then I promptly shocked her by not eating everything on my plate. I felt like a naughty child that can't have any dessert until he has eaten the less pleasant things. I choked down the roast beef and cauliflower.

Since that day I've had several other hostesses. The scales were not always there, but there was always something to take their place.

"The potatoes are in your honor," one lady said to me.

"You don't have them generally?"

"These are the first we've had for five weeks. But these are the new ones, and we're not asked to be so careful of the new potatoes as of those which will come in September. The September potatoes will keep all winter, and these won't; besides, these are too expensive for the very poor. It's harder for the poor to give up potatoes than for us."

One discusses food here quite as seriously as we Americans have sometimes discussed servants:

Cheese and beans as a substitute for meat.

The household difficulty of avoiding twice-cooked meats.

The use of corn flour (corn-starch) and patent barley to thicken soups and sauces.

The nonsense of having bread when rice or mush or string beans can take its place.

Classes for cooking, both for mistresses and servants.

How many pounds of flour were saved last week beyond the flour allowance of 3½ pounds per person (4 pounds bread = 3½ pounds flour).

Whether the prescribed ration of 2½ pounds per head of meat—uncooked and as bought from the butcher, including bone and fat—is sufficient for a munition worker or a motor-driver.

Whether four lumps of sugar in tea twice a day will make up more than the half-pound allowance in seven days.

Whether starch should be used in the laundries—

That reminds me: A well-known man in England explained to me the other day that he must always have starched collars because his neck is so high; he became quite angry when I flippantly suggested that it would be better for him to eat his starch than wear it.

Altogether, the food question is handled with frankness and publicity. There is a Ministry of Food, with those intricate departments appropriate to a Ministry of Food—controllers, statisticians, and publicists; and the public of England see the results in the difficulty of obtaining certain articles to eat, in the speeches of such men as Lord Devonport, Mr. Kennedy-Jones, and our own Mr. Hoover, and in the flamboyant signs—

EAT LESS BREAD

and their like.

I have seen a good many people of different sorts since I have come to London, and the unanimous answer to my eyes and my innumerable questions is that people have come to understand that, even barring the submarine pest, there is a general shortage of food all over the world which all the world must individually bear. I should perhaps exclude the very poor and the very ignorant from this category.

The next harvest, one is told, will provide only twelve weeks' supply, and twelve weeks is a short time to look ahead. The newspapers have reiterated—to the satisfaction of the German press—that four-fifths of the wheat of England is imported; and England has quite naturally suffered from the effect of this information on the enemy's spirits. Many unpleasant matters have been brought to the Englishman's attention; yet I think England has come to prefer the truth, and is learning to believe in this honor system of eating as one means of hastening the cessation of hostilities.

One hears a good deal of how the ticket system would press more hardly on the poor than on the rich, and on the town, where nothing is produced, than on the country, where there are general production and individual gardens. People are looking ahead; not laying in huge stocks of flour and tea and sugar, for hoarding is dishonorable as well as illegal, but they are really thinking of those others who would obtain no food at all if waste and extravagance continued.

"Those others" piqued my curiosity. In the end I induced a district visitor for one of the schools in West Lambeth to invite me to go with her one day while she "visited." Her duties comprised largely the coaxing of her thousand or so families to follow the medical treatments prescribed by the school authorities—a matter of making friends with her people and, by the gentle art of persuasion, getting them to understand adenoids and eyes and ears and digestions. Hers is a district suspicious of doctors and hospitals.

We asked at a good many places, where I was wonderingly received as an Ally just over from America, how they were managing for food, and whether they were trying to comply with the regulations.

My escort was a popular young person, and our queries were frequently diverted.

"That woman," she explained, pointing to one who was hurriedly approaching us, "I've been after for weeks to have her little boy's tooth out. It's so discouraging; she can't make up her mind to do it."

"Good-morning, miss," the woman breathlessly interrupted, "I 'ave a big surprise for you, miss. Nature 'as woke up to 'er duties, and the tooth is gone, miss."

Another woman came with a medical card.

"I can't take Minnie about 'er eyes Thursday. I can't do

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that, miss. What with baby 'aving fits and 'aving to go to St. Thomas's Hospital a Thursday, I can't take Minnie. Can you get the card changed, miss?"

We made our way through the encumbrances of children to the rooms of a neat-looking grandmother.

"She lives on twenty-three shillings a week, and that has to take care of her and her deserted daughter and her five grandchildren," I had been warned; "and the prices of food are constantly rising."

"Well, how are you, Mrs. Jones?" my companion inquired.

"Can't say as I can complain, miss. I still 'ave some gow. My daughter says I'll drop afore I give up. That's right, miss."

"I called on Friday to see you. I expect you were having a snooze?"

"Friday? Friday? No. I do lie down a 'alf-hour now and again, miss. It sets me up for the day, you know, miss. But Friday? Oh, I was probably gallivantin' around."

Her air of cheerfulness was in direct contrast to the meagerness of her rooms. We talked about Sophie, who had something wrong with her throat, according to the medical card, whereas the grandmother smilingly insisted that she was the strongest of the lot, and only when her memory was prodded could recall a mite of a sore throat.

Then we asked about food.

"You can't starve growin' children, miss, but I do give 'em two slices of bread for their tea now instead of three. Potatoes? We 'ad some potatoes on Sunday, They *were* dear—three 'a'pence a pound. But we didn't scrape them, and we ate the parings. I do like potatoes of a Sunday!"

Two of the children were going to the country shortly; they'd saved up for the school fund. Eighteenpence they had now, and they could go for a week. The lady *was* kind last year; took them all for walks and brought them back to their homes. And Emily came back with such a load of good things: six potatoes, and two cabbages, and some lettuce. It *was* a treat!

Farther up the street of dismal two-storied houses, mostly divided into flats, we met a worried-looking Scotchwoman, who had been vainly searching for sugar.

"I put my pound of rice on to cook and bought some milk, and now they won't sell me any sugar. They say the milk's sweet'nin' enough, but the children don't look at it that way. I don't mind for myself or the man, but you can't make the children see it that way."

"I thought you were allowed half a pound of sugar apiece a week," I said.

"They'll sell me a pennyworth, but a pennyworth's less than two ounces, and that makes it come to ninepence a pound, don't it? I can't pay ninepence a pound for sugar, and then they won't let me have but a pennyworth at a time."

My guide explained:

"That's because the Government can't control the prices charged by the individual dealers. You and I can get sugar for sixpence a pound, but these people have to pay nine."

Our Scotch friend told us, in her beautiful broad accent, how she had tried to follow Government suggestions by planting peas in the little yard of her house—she was fortunate enough to have an entire tiny house—but as soon as the peas popped their heads through the ground the greedy cats of the neighborhood came and ate them. She was going to move. She had to have a house; with nine children and a husband sleeping in the daytime, you couldn't share a place.

"If the mothers don't row, the bairns row, and then the mothers have to row."

That question of the peas is more important than it may at first appear. The real food problem must always center among the poor of the city. Their gardens will be destroyed by the cats, or, more likely, they can have none at all. Nor can they buy in such quantities as to keep the cost of living within reasonable proportions. Here the separation allowances, recently increased, and the advanced scale of wages barely meet the increase in the cost of food. One thing and another seems to obstruct the Ministry of Food. An outsider wonders if the problem would not now be far nearer solution if complete power had been given in the first place to the food authorities.

Doing without sugar seems the greatest hardship among these poor; yet I have seen a quantity of sweetshops and have bought at several of them, for a few pennies, candies that I am sure were not of pre-war stock.

We went to one of the worst buildings of the district, where there is overcrowding, where windows are out and families live in close basement rooms, and we spent an entertaining half-hour with a Belgian woman who has a German husband interned on the Isle of Man. She could have him in London if the fare could be procured, but she seemed rather pleased to keep him at a distance. She took pains to prove to us by showing us old billheads how her husband had earned from six to seven pounds a week until his compatriot partner "made a bunk" and went to America. Now she is provided by charity with about a pound sterling a week, and she has four children.

"Tilly's doing very well now, wrapping packages of Oxo. That 'elps a lot, you know."

But, with all that help, Tilly and Sissy and Ellie and Freddy and the mother sleep in one large bed and one small crib in a room with one window!

There were signs of approaching dinner, and the kettle and a saucepan were steaming over a miniature fire. There was little to eat in the place, but the woman was certain that she successfully combined household economy with adequate nourishment. Her children were still rosy-cheeked except Freddy. Freddy was very pale and thin; but then boys were much harder to raise than girls.

That reminded her of her great grievance. When the war started, she had given birth to an undersized son, who did not thrive. She had stinted the family for that baby, buying it every sort of fancy food, and finally her husband had had her take it to the German hospital, where, after a few weeks, it died. The pro-German papers took up the case as an instance of England's starving the wives and children of Germans. Mrs. Leopold was not so much concerned about England, but she felt the whole affair was a personal slur on her character; she would have us understand that her baby was not starved.

We called at a good many other flats and talked with a good many mothers, who politely poured forth their troubles. Most of them appeared, even on their slim allowances, to be trying to eat less of the scarcer foods, but the honor system does not apply so readily to these inhabitants of West Lambeth, because, of necessity, they can have so little choice. At the same time, though we went from the rather superior artisan class, who live in what we Americans should call model tenements, down to the huddled poverty-stricken, who drive their dirty children out into the street with a slice of bread and meat when they cry, there was no indication of actual hunger. Though a good deal of the hair was scraggly and, I should guess, in an unsanitary condition, the faces I saw were neither pinched nor unhappy. I had none of that sinking feeling one has at midnight in New York when one comes from the theater upon a silent line of men who stand and wait for bread.

There was, to be sure, an attitude among some of these Lambethians that the papers lied about the food shortage, and that the trouble was really that the rich were hoarding all the food. You could see a look of doubt when you suggested that the sugar was all at the bottom of the sea.

At midday, when the children trooped out of school, we slipped into one of the communal kitchens established under the auspices of the Ministry of Food. This was a clean-looking corner room with a long counter, behind which white-capped attendants served Irish stew, meat and vegetables, turnip soup, and several kinds of pudding for a merely nominal price per share. The kitchen, we were told, could easily supply three thousand people daily—the general district comprised about one hundred thousand—and the steaming food made me rather wish I might then be one of those three thousand.

It is the rule of the game that these kitchens must not only combine scientific handling with higher food values; they must pay for themselves. That is, they are not philanthropic establishments, and, though they purchase at minimum prices, they add twenty-five per cent of the actual cost for rental and wages. In fuel saving, if nothing else, they can bring down the cost of living among the hand-to-mouth very poor, though one hopes that the methods of carrying away the food, which is not eaten on the premises, will not be too primitive. I have in mind a small boy licking the edge of a pitcher that contained rice pud-

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ding, and a girl in an unusually soiled apron who covered her dish of Irish stew tightly with a corner of the apron in order to preserve the heat.

There are innumerable sub-questions here, such as alcohol, the utilization of every available green spot for gardens, the employment of women on the land, the breaking of all sorts of conventions. Ever since the Battle of Flodden Field Scotchwomen have felt it their right to do any menial task connected with the soil, but until two years ago it was considered far from nice for Englishwomen even to milk cows. But the real question is the feeding of a nation adequately with the food that can be procured, and the consideration mainly of the three most important staples of daily consumption—bread, meat, sugar. That is what has led to communal kitchens, to the centralization of restaurants for Government employees, to the "official" cookbooks and official lists of foods to be avoided by the rich so that there will be enough for the poor, and foods to be purchased by the rich so that the luxuries may be consumed. Such matters must be attended to largely by central powers, but Mr. Kennedy-Jones puts concisely the duty of the individual in regard to bread when he says:

"I want to see eighty million slices of bread saved every day by forty million self-appointed food-controllers."

One of the first things that strikes a Frenchman or an Englishman on his visit in these war times to New York is the waste in the hotels: butter which is only half-eaten, ice, bread—above all, bread; one roll whisked away before it is finished; innumerable crumbs; the habit of supplying more in an order than will be consumed—that half-eaten portion. There are always wild stories afloat that the plates are scraped afterwards and the accumulation sold as a sort of second-hand food; but it must be much more pleasant for every one to have one's food first hand, if such an arrangement can be made.

Of course it is hard to sacrifice before there is open necessity, but the world isn't so big a place any more; we're all pretty much dependent on one another, whether it's the United States for tea from China, or China for perambulators from the United States. I suppose we've all got to see facts at home as they are going to be, instead of as they are for the moment.

No one locality, however, seems able to set a complete example for any other. England upsets American calculations, for instance, by having one too many meals. We skip tea as a Nation. The poorest British workingman has his cup of tea in the mid-afternoon, with bread and butter (or margarine), sugar, milk, perhaps cake or jam; but even the British workingman is beginning to consider himself honor-bound not to eat unnecessarily.

There is no use living for this summer or for next winter. We must look further ahead than that. Money will not buy food if there is no food; and it is beginning to look as if food must be used for food, and not just to tickle our appetites or to coax our children to swallow medicine.

I'm sure most American women are asking the question, "What can I do to help?"

They won't let us fight—there seems a fixed prejudice against that, even in airplanes—but we can every one of us help in this matter of food. I shouldn't trust men for that, somehow; it's up to our women to call a halt on waste. Voluntary rationing seems the only solution—a diet prescribed by the Nation instead of by the family physician.

"World starvation" sounds as far away as the millennium. We can't see the millennium, because we've never been able to imagine everything going right at once; we can't see world starvation, because the stores are still full.

The Government can help in the larger matters of production, distribution, and prices, if it will allow itself; but it's the will of the people individually that will beg or solve the final problem.

This war is as much a food war as a gun war. What we've got to learn, if we seriously want to hurry it to a finish, is to

BUY WISELY
COOK WISELY
EAT WISELY
WASTE NOTHING.

Live a year ahead—and never forget that, in America as much as in Europe, "the woman who wastes a crust wastes a bullet."

MODEL STREET-CLEANING

BY FRANK HUNTER POTTER

A HOT afternoon in a crowded downtown street of New York City, a tired driver nodding on his seat. There is a sudden jolt of the heavy truck, the drowsy man loses his balance and pitches forward under the very wheels. Nothing, it seems, can save him from being crushed to death, when a white figure that has been monotonously pushing a broom suddenly springs forward, pulls the half-conscious drayman to safety, and Joseph Schroerer has added another life to the long list of those saved by humble members of the street-cleaning force.

Jacob Stilgenbauer is driving a Department of Street Cleaning cart through one of the tenement-house districts of Brooklyn when a frenzied woman rushes from a house screaming, "Fire! Oh, save the children!" Stilgenbauer jumps from his cart, runs into the house, carries out a badly burned child, goes back and brings out another, at the risk of his own life, and then runs back once more to put out the fire. Two more lives saved by a street-cleaner! And the records of the Department are full of such deeds. So common are they, indeed, that they are regularly listed among the things for which members of the force receive the "merit" marks which determine their salaries and promotions.

There are a lot of things about the Street-Cleaning Department of which the public knows nothing. Most people only notice the Department to abuse it for not having the streets on the East Side as clean as Fifth Avenue. They do not know that recent arrivals in this country regard the Department as a natural enemy, only a degree less tyrannous than the Russian police. What business has it to interfere with their obvious right to throw refuse from their tenements or push-carts upon the pavement? So they go on throwing, and the Department goes on sweeping up—certain streets are swept six or seven times a day, and then will be dirty again in an hour—till the hand of authority appears in the shape of a "warning" (thirty-eight thousand of which were issued last year), and then, for a second offense, a summons, which brought three thousand and odd convictions.

Remember when you are abusing the Department for not having clean streets that it has jurisdiction only over the roadway, and consequently litter from the street blows on the sidewalk, where the street-cleaner cannot touch it, and then, when he has passed, blows back again on the street. The Department of Street-Cleaning cannot give us really clean streets until it has the support of the whole public, east of Second Avenue as well as west of it. If you want to understand a little of what it has to contend with, go into, let us say, Orchard or Rivington Street on a Friday morning. What you will see there must convince you that it is doing splendid work, and the story of its achievements in the last three years ought to enlist you in its support. It is that story which will be told here, as concisely as possible.

An employee of the Department who had grown gray in his twenty-five years of service under thirteen commissioners remarked: "The best thing that Colonel Waring did for the Street-Cleaning Department was to take it out of politics, or to take politics out of it." Mayor Mitchel has gone a long step further, for he has not only kept politics out of the Department, but he has acted on civil service principles in his selection of

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a Commissioner, with the result that an economy and an efficiency have been secured which place its performances far beyond anything that could have been imagined.

When the Mayor, at the beginning of his administration in 1914, had to find a head for the Department, he looked about for a man who had already made good in similar work in one of the boroughs which go to make up Greater New York. His choice fell upon Mr. J. T. Fetherston, a graduate of New York University and of its College of Civil Engineering. Mr. Fetherston had been for nine years engineer in charge of street-cleaning in the Borough of Richmond, and his record in that position was so admirable as to designate him clearly as the proper man to take charge of the work in the Boroughs of Manhattan, Brooklyn, and the Bronx, which constitute the territory of the Department of Street-Cleaning under the Mayor of New York City. This was, in effect, if not in fact (for the Commissionership is not a classified office), an application of the principles of civil service.

Statistics are apt to be dull, but there is no other way in which to show what Mr. Fetherston has accomplished. When he took hold in 1914, the contracts for that year had already been made, so he did not have an absolutely free hand, but he began to get results at once. For the three years just prior to the present administration the budgetary appropriations (excluding snow) and the per capita cost of operation were as follows:

		Population.	Per Capita.
1911	$7,233,000	4,541,222	$1.59
1912	7,422,000	4,660,684	1.59
1913	7,710,000	4,780,146	1.61

The record for the three years of the present administration is as follows:

		Population.	Per Capita.
1914	$7,682,000	4,899,608	1.54
1915	7,646,000	5,019,070	1.52
1916	7,571,000	5,138,532	1.47

It is not possible to estimate the number of square yards cleaned each year (some streets on the East Side are cleaned a dozen times a day, and others, which are very much used, have men continually at work), but the number of cart-loads of ashes, garbage, and rubbish removed during each of the past six years affords some idea of the increasing burden which the Department has had to carry:

	Cart-loads.
1911	3,499,684
1912	3,398,144
1913	3,646,941
1914	3,683,796
1915	3,695,199
1916	3,808,765

By reducing the cost per capita for the past three years as compared with the three preceding years, the Department has effected a saving of $1,142,345. And this sum would have been considerably increased if a bill proposed by the Commissioner and passed by the Legislature had not been vetoed by the Governor. This bill would have enabled the city to share in the profits from the sale of by-products of waste disposal instead of incurring a heavy expense in removing this waste.

From these tables it is clear that not only has Mr. Fetherston saved this $1,142,345, but the appropriations have grown each year smaller than the year before, in spite of the increase in the population of the city and in the area of the streets to be cleaned, of the advance in wages due to the greater demand for labor since the European war broke out, and of the enhanced price of supplies, ranging from twenty per cent in harness to fifty per cent in metals. It is doubtful if this record can be matched anywhere, and it is worth while to study the principal causes which have achieved it. These have been three: first, a general staff; second, an improved personnel; and, third, but chief, the personality of the Commissioner himself.

When Mr. Fetherston took hold in 1914, two general divisions of the personnel were recognized—the uniformed force, organized under the direction of a general superintendent, which constituted the line of the street-cleaning army, and the clerical force. To these Mr. Fetherston added a third, the technical or planning division, corresponding to the general staff of an army. This division, which consists of the civil engineers of the Department, studies the various problems which confront it from both the scientific and the practical view-points, and finds the best possible solutions. It invents new and improves old machinery, introduces new methods and equipment, and co-ordinates all the forces of the Department. It is to this division, of which the Commissioner himself is the moving spirit, more than anything else, that the great increase in the Department's efficiency is due.

As a means of trying out the various improvements projected, a single district, known as the "Model District," was chosen, and there they are put into operation. The more important of these improvements consist in the employment of motor instead of horse power, in the increased flushing of the streets, in more efficient forms of the machines employed, such as the "squeegees" and the combined watering and sweeping carts, and in the careful training of the individual members of the force, so that the best result may be obtained with the smallest expenditure of physical strength. The increased area flushed is in a measure, but only in a measure, caused by a larger supply of water available for the purpose; but all the other improvements are due to the intelligent study and foresight of the planning department.

The most spectacular of its achievements is in the matter of snow removal, which has been nothing less than revolutionary. We all remember the good old times—how the snow fell undisturbed till it got ready to stop, when the removal contractors sent their carts to labor through the heavy going, which had grown heavier with each inch of fallen snow. All that is changed; when the snow begins to fall, out come the Department's motor-driven plows, which pile it in the middle or on each side of the street. Out, too, come the regular employees and the extra hands, who push the snow into the sewers, or, when it is warm enough, wash it away by the flushing apparatus. Keeping pace with the falling snow in this way makes it possible to have the principal streets open for traffic as they never have been before. Of course all this means the most careful and far-reaching preparation. The sewers, which had never been utilized at all for snow removal till Mr. Fetherston made use of them, have been thoroughly surveyed. The regular employees have been carefully trained and thousands of emergency workers have been enrolled, so that the snow-fighting gangs can be in action within four hours after the call to work. Commercial motor trucks have been engaged to pull the snow-plows; the pan-scrapers and the one-horse drag-scrapers, for pushing the snow into the sewer manholes—all are ready. The net result is that many miles of streets never before touched are now regularly scheduled for cleaning, and the cost of removal for the whole three boroughs has been reduced sixty-eight per cent—in other words, what used to cost the city $100 now costs it $32.

The betterment in the efficiency and in the material condition of the men has been Mr. Fetherston's special care since he came into office, and this betterment has been reflected in the improved quality of their work. Their condition has improved in many ways. First, the average wage is higher—$839.21, as against $812.29 for the three years preceding 1914. Civil service standards have been raised and a three months' probation has been enforced. A medical division has been established, which looks after the men without expense to themselves. This cuts two ways: it saves the men the cost of medical attendance when ill, and it saves money for the Department too, since officers and clerks receive a part of their salaries when on sick-leave, and last year their absences were shortened so much that over $2,000 was saved. Still more important was the saving in the time lost by the laboring force—over 60,000 days in a total of less than 7,000 men; a most serious consideration in these days when it is so hard to get labor.

A dental division has been added in recognition of the relatively recent discovery that certain diseases, notably rheumatism, which is prevalent among the men, are caused by defective teeth. Very few, indeed, of the uniformed force have any idea at all of dental hygiene, so that this work, which is now in its infancy, is expected to render valuable service in the future. Finally, the health of the Department as a whole is far above the average. A comparison with the records of one large insurance company shows that, while among the insured the average time lost on account of illness was 19.33 days, in the Depart-

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ment of Street-Cleaning it was only 7.73 days—almost two-thirds less. And yet there was not a single complaint that any man had been ordered to return to work before he had recovered from his illness.

The matter of complaints brings up another of the Commissioner's valuable reforms. He has set apart one evening in the week when any man on the force, from highest to lowest, can come and have a personal interview with him, to talk over any grievance, real or fancied, with nobody present, and nobody to intervene between himself and his chief. This is what Colonel Goethals used to do on the Panama Canal, where any worker, down to the humblest West Indian Negro laborer, could bring his complaint straight to the head of the work—and very funny some of the complaints were. In the Department of Street-Cleaning action is taken on every complaint, and the worker gets a square deal, while fancied grievances lose most of their sting when the matter can be talked out.

Many other measures have been taken to benefit the members of the Department of Street-Cleaning. Weekly pay-days have been established; in the past pay-days have at times been very uncertain, to the great hardship of the workers. They were so irregular and so far apart in Colonel Waring's time that that gentleman once advised his whole force to strike, which they did, with excellent results. Cheaper and better uniforms have been arranged for, saving the men, who have to buy them themselves, $15,000 a year. Vacations have been lengthened from one week to two weeks, and there is extra compensation for snow-removal work, which was never paid before. The disciplinary system has been revised, infinitely for the better. Quick and fair trials are assured, promotions and salary raises are awarded according to a fixed schedule of merits and demerits, and a Board of Merit, corresponding in some respects to the Board of Honor of the Police Department, awards "merits" for such deeds as those told of at the beginning of this article, and these count in a man's record as well as the ordinary performance of duty. And, to help the men to lower the high cost of living, more than twenty-five acres of good farming land have been obtained and parceled out among them in small pieces, rent free, so that they may work in them after hours and raise their own garden truck. As they never work at street-cleaning more than eight hours a day except in emergencies, there is plenty of daylight left, and plenty of strength too, as most of them have been accustomed to much longer hours of labor than these.

Two scenes in the life of the force stand out sharply in one's memory—the School of Instruction and the service on Decoration Day in memory of the members who have died during the year. Some of these men, who fell victims to tuberculosis or pulmonary diseases, were surely martyrs to the cause of the public health, and they laid down their lives for their country—often their adopted country—as truly as though they had fallen in a charge or in a trench. As has been well said of them, "they hold the health of the city in the hollow of their hands," and it was in safeguarding this health that they contracted the diseases which cost them their lives. The scene in the great hall of the College of the City of New York was vastly impressive. The four honorary chaplains—Hebrew, Methodist, Catholic, and Episcopalian—whose sympathetic ministrations are so helpful to the men and their families, took their appropriate parts in the service, and the solemn music, the fine words of eulogy of the Commissioner, the great body of men in white or brown uniforms, made one realize, what is so hard to realize, since one never sees its members save scattered about the city in ones or twos, that the force is a great body, with a very living soul, with its own ideals and courage and devotion to duty.

If the service was impressive, the School of Instruction, which has been opened in the Model District, is fascinating. There the rookie "white-wings" is taught how to do properly the duty which is going to fall to him, whether he be a sweeper or cart-driver or chauffeur. No professional trainer coaching his sprinters or hurdlers could have a sharper eye for faults or be more ready with the remedies for them than Superintendent Condon, who has charge of the school. "See that man?" he says. "He keeps his head down and can't see the traffic. That man don't keep step with the movements of his broom, and wastes his strength. So does that one who swings his whole body. He should push with his arms only; he'd be tired out in no time."

It is the same way with the wooden horse on which the drivers practice. The harness is hung on a hook, just as it is in a stable. Each piece must be taken down and hung over the driver's arm in proper order, so that no motion shall be wasted. So, too, with emptying the waste-cans into the carts. The weight of a can of ashes is 180 pounds, and as this is the outside weight which the men have to handle, the model can on which they practice is weighted at this figure. When properly trained, the men handle these cans with surprising ease, though they are not men of exceptional strength. First, the can must be tilted a little, so as to afford a hold for one hand at the bottom when the can is lifted to the knee. Another swing brings it to the top of the wheel—five feet from the ground—and a push brings it to the top of the cart, where its contents are dumped out. Flushing the street is as methodically taught. The hose is unrolled from the reel on wheels (there must be no sharp bends in it, for that breaks the hose), and the rookie is shown just how the stream of water must be directed—by no means an obvious proceeding. The floor is painted to represent every imaginable sort of pavement, with man-holes and trolley slots, and the pupil learns how to wash the street without filling the slots with water. On one side is a motor engine with every part exposed, and the pupil receives as good a training in running a motor as he could get in any school for chauffeurs. When the rookie has had his theoretical instruction, he is taken out into the street and made to put it into practice. Nothing could be more practical than this training, and it pays for itself many times over, as does efficiency anywhere.

In the all-round improvement of conditions in the Department, the four-footed workers have not been forgotten any more than the rest. They have better stabling, they are better fed, better shod, and better blanketed, and their health is better looked after. A little pamphlet (each division has one) tells the driver how to recognize ailments and what to do for them in the way of first aid, and though the Department is apparently resolved to supplant horse by motor power, it is equally determined to make the life of the horse a happy one while he is yet with it.

When all is said and done, all these improvements in men, in material, in methods, come down to one thing—the personality of the Commissioner. It is he who supplies most of the ideas, it is he whose eye is everywhere, and he is energy incarnate. His subordinates say that he has no office hours, properly speaking. They begin when he gets up in the morning and end when he goes to bed at night—if he does not lie awake thinking out new improvements. Speaking of the "seeing the Commissioner" and some other innovations, I asked him if they did not improve the *esprit de corps*, and so tend to get better work. "Oh, yes," he replied, "but you have to drive them all the time." That is what he does, driving himself hardest of all, and that is what has produced these surprising results and has saved the taxpayers so much money.

The following skit, written by Mr. James R. Buchanan, the Commissioner's secretary, gives some idea of the trials of the Commissioner's life:

OH, WHAT'S THE USE?

A HUMAN COMEDY OF INNUMERABLE ACTS

PERIOD: ANY OLD TIME

ACT I

SCENE 1. *Executive offices of Department of Street-Cleaning, New York City. Commissioner's buzzer calls Secretary. Latter steps into Commissioner's room.*

Commissioner. What did you do with that letter which we received yesterday from Mrs. Blickensteinerfeldt, complaining that the street-sweeper on her block takes up only the top litter and seems to be too lazy to remove the real dirt from the pavement?

Secretary. I sent it to the superintendent, along with your order directing him to see that all the dirt on the street is swept up. But I just received a back kick. Mrs. Percival Van Elton-Smith called on the 'phone a few minutes ago and protested

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PHOTOGRAPH FROM UNDERWOOD & UNDERWOOD

CHOOSING AMERICA'S GUARDIANS

Secretary Baker is shown in the act of drawing the key number which determined who should be first selected for service in America's army of liberation. The drawing of the little numbered slips in the glass bowl may be called the American equivalent of the mediæval ceremony conferring Knighthood. In the simple ceremony here pictured the Nation dedicated the best of its youth to the defense of its liberties and to the deliverance of civilization

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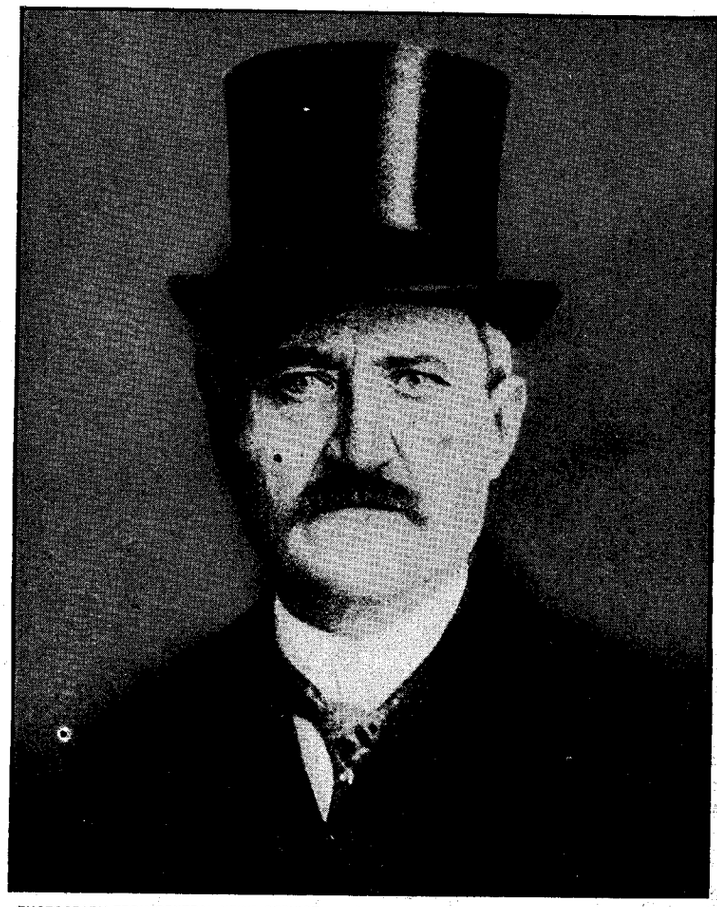
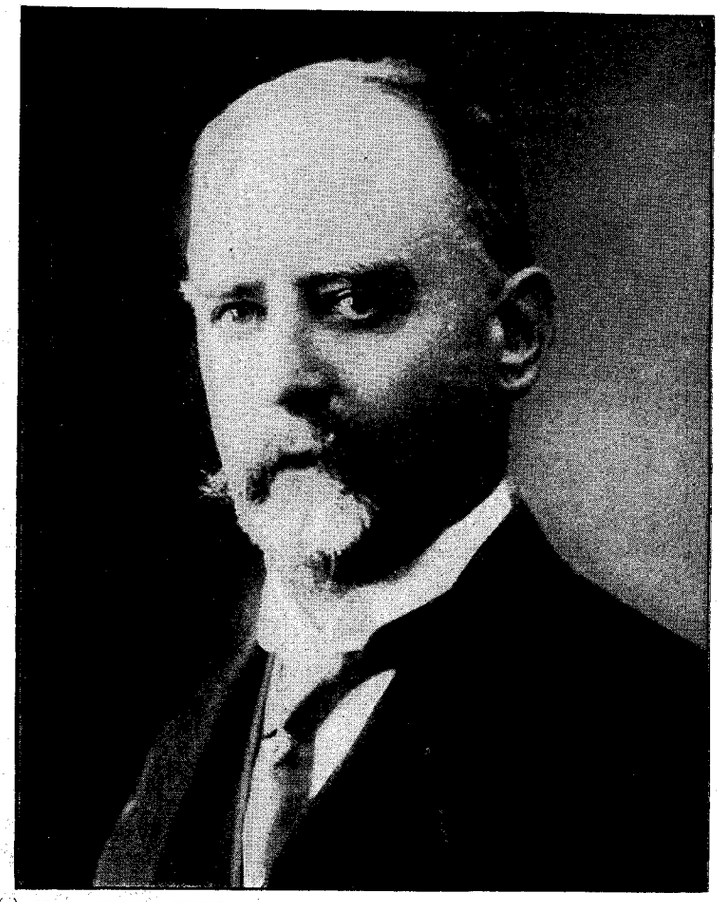


PHOTOGRAPH FROM CENTRAL NEWS SERVICE

This photograph has been widely published as that of the new Chancellor of Germany

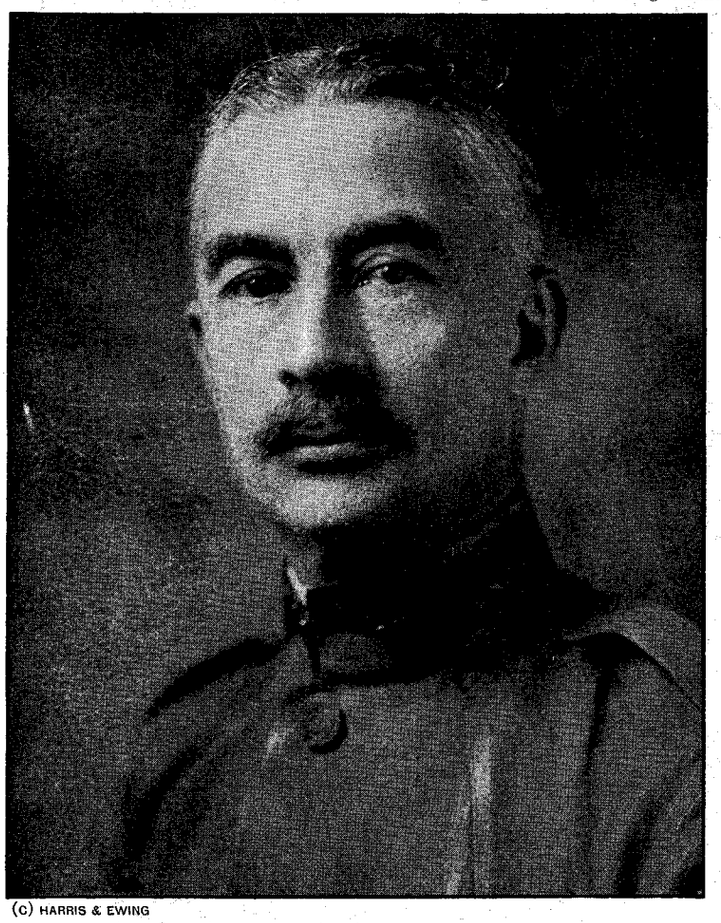


(c) PRESS ILLUSTRATING SERVICE

This photograph has been said by ex-Ambassador Gerard to be probably a good likeness of Dr. Michaelis

TWO ALLEGED PORTRAITS OF GEORG MICHAELIS, THE NEW GERMAN CHANCELLOR

One of the most striking evidences of the comparative obscurity from which this former teacher, lawyer, and municipal administrator was raised to the highest civil office in the German Empire is the fact that two so widely differing portraits as the above have been authenticated as likenesses of him. Though Dr. Michaelis held public office before his elevation and served efficiently, there seem to be few in America to whom his face is sufficiently familiar to be unmistakably recognized. We are informed, however, by the Press Illustrating Service that the right-hand portrait was received from Dr. Michaelis on application to him personally



(c) HARRIS & EWING

GENERAL JOSEPH E. KUHN, PRESIDENT OF THE ARMY WAR COLLEGE IN WASHINGTON

The standing of General Kuhn in his profession and as a man is perhaps best indicated by the fact that ex-President Roosevelt recently said that he would be glad to serve as a brigade commander in a division which he could raise without difficulty "if it is to be put under any man of the type of . . . General Kuhn"

PHOTOGRAPH BY CENTRAL NEWS PHOTO SERVICE

MAJOR-GENERAL SIR ERIC GEDDES, THE NEW BRITISH HEAD OF THE ADMIRALTY

The position of First Lord of the Admiralty, to which General Geddes has been appointed, is of course an administrative one, which explains the anomaly of placing a General at the head of the Navy. Sir Eric is only forty-two years old; he was trained as a civil engineer and also as a railway man, and worked at both occupations for several years in the United States as well as in India. He has recently been the efficient Director-General of Munitions Supply

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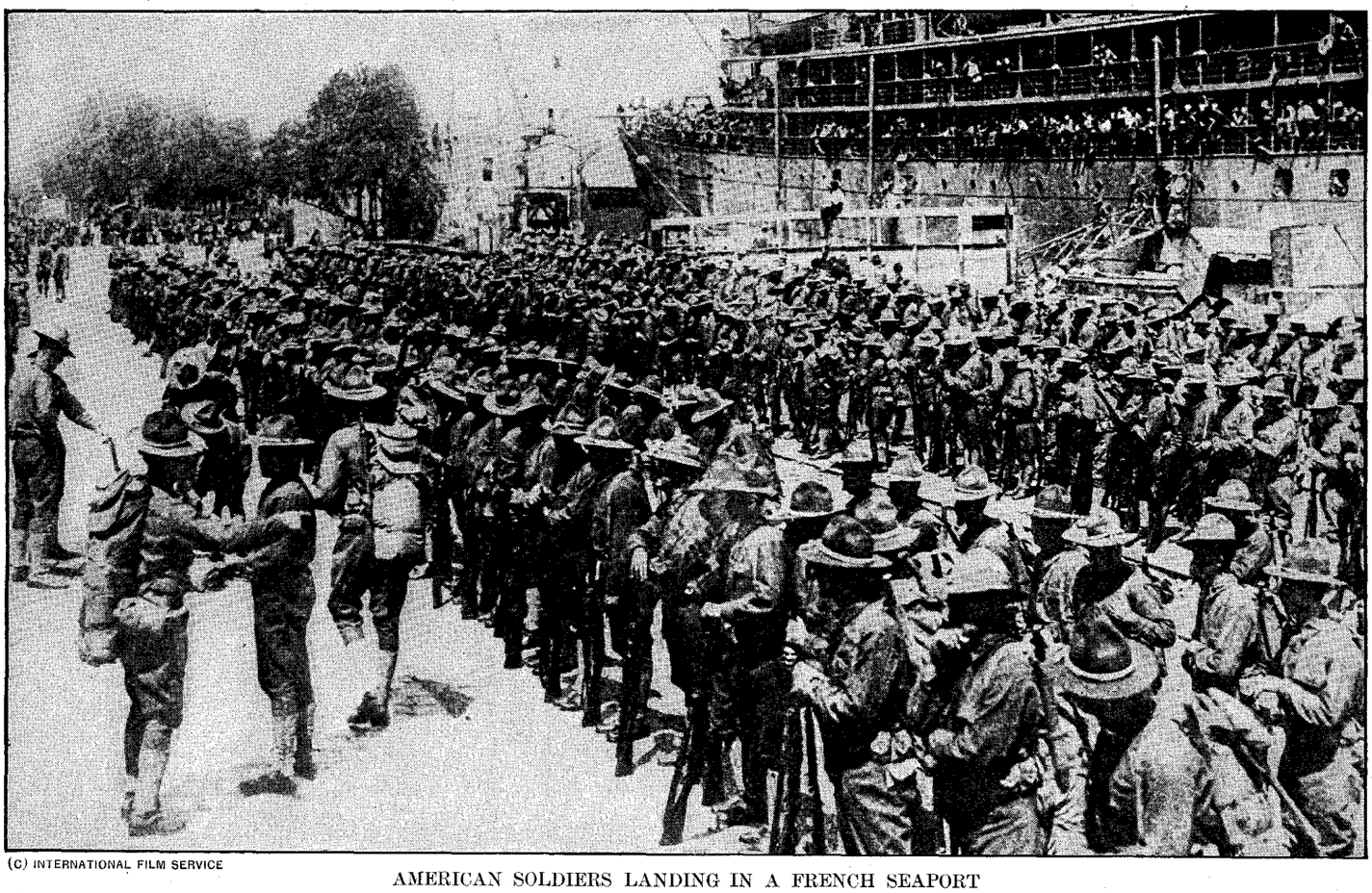
CANADIAN "KILTIES" WELCOMED IN NEW YORK CITY BY SOLDIERS AND POPULACE

A detachment from the Forty-eighth Regiment of Canadian Highlanders arrived in New York City July 15, to aid in recruiting for the British and Canadian forces. They received an enthusiastic welcome, partly because they are our allies in the war and partly because of their picturesque uniforms and characteristic marching music. They were guests of the Seventy-first Regiment, and the picture shows them in front of that regiment's armory



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AMERICAN SOLDIERS LANDING IN A FRENCH SEAPORT

The first contingent of troops which the United States has sent to fight side by side with our allies in Europe are shown at their landing-place "somewhere in France." They were welcomed there with similar enthusiasm to that shown by our own people a century or more ago when Lafayette's compatriots landed on American soil to help in our fight for freedom

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against the dust the sweeper is raising on her block this morning. She lives across the street from the Blickensteinerfeldts.

Commissioner (*taking up his telephone*). Give me the superintendent. . . . Hello! This the superintendent? . . . I want you to flush the pavement on Steenth Avenue, between Groucher Street and Bulgazoon Place. Lady up there complains that dry sweeping kicks up dust, which flies through the windows and ruins her household draperies.

SCENE 2. *Same as Scene 1. Following day. Secretary approaches Commissioner, seated at desk.*

Secretary. Commissioner, I've had two calls on the 'phone and a visit from an agent of the S. P. C. A. this morning, all complaining that because of the flushing on Mrs. Van Elton-Smith's block, on Steenth Avenue, horses are slipping and falling. One woman reported to the S. P. C. A. that a horse's leg was broken last night by a fall on that block. The Automobile Club is yelling bloody murder because of skidding machines on that block.

Commissioner (*taking up his telephone*). Give me the superintendent. . . . This the superintendent? . . . Say, we are receiving reports of serious accidents to horses because of the flushing on the Blickensteinerfeldt block, on Steenth Avenue. Better get some sand on that pavement at once.

SCENE 3. *Same as Scene 2. Following day. Confidential Inspector at desk, in room adjoining Commissioner's room. Confidential Inspector's telephone rings.*

Confidential Inspector (*answering telephone call*). Yes, this is the Department of Street-Cleaning. . . . Oh, hello, Dick. . . . Yes. . . . Yes. . . . Yes. . . . All right, I'll tell him.

(*Confidential Inspector enters Commissioner's room.*)

Confidential Inspector. Commissioner, the city editor of the "Bugle Horn of Liberty" says he has been waited upon by a delegation of the residents of that block on Steenth Avenue, between Groucher Street and Bulgazoon Place, and that they are up in the air because our men have spread sand on the street pavement. They are red-headed with rage, the city editor says, because the sand is being tracked into their houses, to the ruination of their rugs and carpets. I think, from the way the editor talked, we are slated for a roast in to-morrow morning's "Bugle Horn of Liberty."

Commissioner (*taking up telephone*). Get the superintendent. . . . Hello! . . . Hello! . . . H-e-l-l-o! . . . Yes, I want you. Take this order and execute it as quickly as possible. Send a squeegee into the Steenth Avenue block, between Groucher Street and Bulgazoon Place, wash the pavement thoroughly, after which go over it with warming pans and hot smoothing-irons until it is perfectly dry; then spread Wilton rugs over the entire street surface of that block. Detail six men, each with a vacuum-cleaner, and instruct them to go over the rugs every ten minutes during the day and night. Station two brush-boys with shoe-blacking outfits at each end of the block and instruct them to shine the shoes and brush the clothing of every person entering the block, and forbid them to accept tips. Hurry this job up, so that you can get through in time to attend the chaplain's service at the main office this evening. The text for this evening's sermon is: "Job wasn't so much; they didn't have municipal street-cleaning in his day."

(*Curtain.*)

NEGRO MIGRATION

BY PERCY H. STONE

MEMBER OF THE SENIOR CLASS (1917), HAMPTON INSTITUTE

IN the cycle of every race's development there are periods of unrest and adjustment. Sometimes they come as a result of pressure, and sometimes as an indication of progress. The last fourteen months have witnessed a possible beginning of such a period in the Negro race.

Since freedom the greater part of the ten million Negroes have resided in the South; here we have lived, worked, and built ourselves up into a recognized class. It is upon this class that the labor system of the South has been constructed. Her productive fields smile beneath our brawny muscles, and her shops and factories always run on full time so far as our labor is concerned.

Although many bills have been passed by the Legislatures of the Southern States which have been disastrous to our social and political welfare, we have continued doing the work of the South, contented with the open field for economic advancement. This contentment on our part has resulted in the labor system becoming more or less dependent upon us, and the problem caused by the two races living side by side has been looked upon as one strictly confined to the South, and one to be solved by the South.

Time and experience have taught us that our true recognition can best be won, not by testing the validity of laws unfavorable to us, but by placing ourselves on a firm economic basis. So we have gone into the rural sections of the South and purchased land where it was available. We have vied with our white neighbors in the production of cotton and corn. In the city we have struggled against unsanitary surroundings in trying to establish homes, while at the same time we have attempted to season our economic growth by giving our boys and girls the best available education.

In normal times we have found it easy and desirable to live in the South; years of contact have brought about a peculiar mutual understanding between us and the white people. Educational advantages have been growing better, and our economic progress has continued undisturbed.

A little over two years ago, however, a crisis began to develop. The European war, drawing on this country's resources to keep its armies at the front, demoralized our economic situation. Food prices jumped to almost unheard-of figures, the cotton crop became almost unsalable, and all necessary commodities advanced in price far beyond the ordinary. In fact, everything went up except the price of labor; and, as the demand on this country's resources became greater, it became harder and harder for us to keep our balance.

While this problem was arising in the South there was still another part of it developing in the North. At the outbreak of the present world war the call of country, fatherland, and munition factory stripped the Northern and Central Western industries of their labor units; at the same time came an increased demand for manufactured products. This disastrous condition caused the manufacturer of the North and West to turn, as a last resort, to the only available labor in America.

Since that time general calls for help have been circulated over various sections of the South at different times, and we—some of us—smarting under the pinch of difficult living, crop failure, harsh treatment, and, in some cases, indebtedness, have already responded to the number of five hundred thousand.

In answering this call of an apparently better opportunity we are running a tremendous risk, because it is impossible for us to adapt ourselves to a new climate, new conditions, and new people without a great deal of suffering. The people of the North and West have always been friendly and willing to help us so long as we remained in the South, but now that we are distributing ourselves among them it may lead to a more prejudiced attitude towards us.

Taking advantage of this general movement among us, some would have it, and not without some foundation, that it was primarily to escape race discrimination and mistreatment. True, we resent most bitterly some treatment accorded us, but we have lived in the South since our advent into America. We understand the soil, the climate, and the life in the South; and, being by nature a race of peaceful people, we prefer to remain in the South and solve our problems by industry, thrift, and education.

Yet our plans for economic independence have been thwarted in these abnormal times, and the higher wages, the novelty of new surroundings, and other things are attracting some of us away from the Southland.

Various theories have been advanced as to what will happen

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at the end of the European war. Some say that the influx of foreigners impoverished by the ravages of war will displace and leave us stranded—a people disappointed and ungrateful in the eyes of the Southern people. But no one can truthfully predict the final outcome. Although a million of my people may cross the Mason and Dixon line in search of an economic outlet, the South will still hold the things most necessary to our racial progress—the opportunity of owning our homes and the chance to develop our best characteristics.

Doubtless some of us who are now leaving the South will return when conditions again become settled, but not all of us will; we know that in this movement some, at least, are making a great mistake and are inviting the criticism of our best friends. Yet there is a possibility of valuable lessons being learned.

Those people in the South who have looked upon our presence as a burden and regarded our labor as an almost worthless commodity in the market will find that, after all, the work of our hands is a vital cog in the South's industrial machinery.

The race problem, thought for so long to be confined to the South, will be spread; and the responsibility for our care and treatment, ours being a backward race, will have more shoulders on which to rest. And this great Government of ours that has considered us an unfortunate problem will find that there are more than ten million Americans who owe allegiance to no country save America, and that we are willing to sacrifice our homes, our familiar associations, and take up our abode in unfamiliar sections of the country in order that the industrial pivot around which this Government revolves may remain unbroken.

And to all of us must come new opportunities and new responsibilities. We who are working hard preparing ourselves for leadership among our people will find that this opening of new fields of labor will possibly foster a spirit of unrest and a tendency on the part of some to drift about in search of things indefinite.

In any case, the call is for sane leaders whose visions go beyond the immediate horizon; because with the unlimited, undeveloped natural resources of the South, the completed Panama Canal, the final settlement of affairs in Mexico, and the end of the European war, it seems inevitable that the southern half of this country will enter upon a period of great industrial activity.

The immigrants who most likely will come from southern Europe into the South will be attracted Southward by the demand for labor and the agreeable climate. So, if we now allow our outlook to be narrowed down to the immediate present and see in it an opportunity to get away from the disadvantages of the South, thinking to have a less obstructed path of progress in other sections, we leave the soil to which we seem specially adapted and the section that now affords us an opportunity to build up institutions reflecting credit on ourselves; and in our haste to grab the industrial opportunities of other sections we defeat our own purpose, because our economic struggle is not in itself an end, but a means to a more perfect home life and social life.

A STURDY AMERICAN

THE late James Jerome Hill was eminent in three domains—transportation, agriculture, finance. His connection with transportation began early, so we learn from this excellent if sometimes a bit monotonously eulogistic biography,[1] which, nevertheless, might well be in the hands of every young American. Young Hill was only eighteen when he came from Canada to be agent of the Northwestern Packet Company at the then village of St. Paul. Ultimately he established the Red River Transportation Company, to operate between St. Paul and Winnipeg. This led to his acquirement of an interest in the St. Paul, Minneapolis, and Manitoba Railway Company, of which he was to be general manager and then president. Out of this grew the Great Northern system, of which Mr. Hill was president for many years.

These ventures not only showed genius in transportation development; they also revealed a red-blooded, influential personality. Before King Albert of Belgium came to the throne he visited Mr. Hill, who took him as a guest over the Great Northern. Later, when some one congratulated the King on his affability towards his subjects, he replied that he had learned this from the president of a transportation system, Mr. Hill, of America, whom he had seen "shaking hands and exchanging a pleasant word with his employees." The connection was evidenced later in Mr. Hill's generous contributions for Belgian relief. Another contribution may be mentioned. Wholly without his previous knowledge, Mr. Hill's friends contributed a fund of $125,000 to establish a professorship of transportation at Harvard. He immediately insisted on doubling the sum.

As to agriculture, the relation between the railway and the farmer in the Northwest is peculiarly close. Mr. Hill realized that the farmers were likely to put all their eggs in one basket; hence, to relieve them during a possible ruinous wheat year, he promoted the raising of live stock, spending great sums for cattle and hogs, which he gave away for the farmers' direct benefit. Doubtless he foresaw the indirect benefit to his own railways, but his primary interest, we like to think, was to help agriculture. To Mr. Hill the biographer also credits the beginning of the Conservation movement, finding it in the notable address made in 1906 at the Minnesota State Fair.

As to finance, no one's views were ever treated by Wall Street with more respect than were Mr. Hill's. Anything he might say in the course of one of his frequent visits to the metropolis was immediately fastened upon by hungry reporters and given to the public. Mr. Hill's influence in Wall Street was strongly on the side of constructive finance.

The biography, we are glad to note, emphasizes Mr. Hill's strongly marked characteristics; one was his devotion to his wife. At the dedication of a Roman Catholic seminary at St. Paul, which he had endowed with a million-dollar gift, he referred to his wife as follows:

> Some of you may wonder why I, who am not a member of your Church, should have undertaken the building and endowment of a Roman Catholic theological seminary, and you will pardon me if I tell you plainly why. For nearly thirty years I have lived in a Roman Catholic household, and daily I have had before me and around me the earnest devotion, watchful care, and Christian example of a Roman Catholic wife of whom it may be said, "Blessed are the pure in heart, for they shall see God."

Mr. Hill also justified his gifts to the Roman Catholic Church on economic grounds, declaring that it represented the only authority respected by millions of immigrants to this country.

A second characteristic was personal culture. Mr. Hill's formal education came to an end when he was but fourteen years old, but the education he gave himself thereafter was shown in his familiarity with Emerson and other authors, and by the fact that the pictures (which he selected himself) for his gallery were largely masterpieces.

Of course a far more widely known characteristic was that of unremitting industry. Mr. Hill was the living incorporation of Goethe's phrase, "Unhasting, unresting." Whenever people asked him for some motto to stimulate success in life, he would say: "Work, hard work, intelligent work, and then some more work."

But Mr. Hill's supreme characteristic, as we see from these worth-while pages, was his prophetic insight, and to this giant pioneer the prosperity of the Northwest is largely due.

[1] Life of James J. Hill (The). By Joseph Gilpin Pyle (Authorized). In two volumes. Doubleday, Page & Co., New York. $5.

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WEEKLY OUTLINE STUDY OF CURRENT HISTORY

BY J. MADISON GATHANY, A.M.

HOPE STREET HIGH SCHOOL, PROVIDENCE, R. I.

Based on The Outlook of July 25, 1917

Each week an Outline Study of Current History based on the preceding number of The Outlook will be printed for the benefit of current events classes, debating clubs, teachers of history and of English, and the like, and for use in the home and by such individual readers as may desire suggestions in the serious study of current history.—THE EDITORS.

[Those who are using the weekly outline should not attempt to cover the whole of an outline in any one lesson or study. Assign for one lesson selected questions, one or two propositions for discussion, and only such words as are found in the material assigned. Or distribute selected questions among different members of the class or group and have them report their findings to all when assembled. Then have all discuss the questions together.]

I—INTERNATIONAL AFFAIRS

Topic: The Deliverers.
Reference: Editorial, page 470.
Questions:

Note—It would be well for readers of The Outlook to make this editorial the basis of a study of the causes of war. Since war affects the whole social, economical, and political structure of civilization, it would be difficult to point out a more important topic for serious study. 1. Is it reasonable to ascribe wars to the actions of single individuals? 2. Is it reasonable to regard war as irrational? 3. Are wars *proofs* that mankind has a tendency to revert to a lower type of thinking and acting at times? 4. Do wars create new *rights*? 5. Do they ever *permanently* settle problems? 6. Is war merely an expression of man's fighting instincts? 7. Are the motives, incentives, and origins of war embedded in the very existence of national life? 8. Are peace *and war* necessary for the advancement of civilization? 9. Discuss race, creed, language, and geographical position as factors leading to war. 10. Is economic motive the greatest cause of war? 11. Does over-population lead to war? If so, why? 12. Discuss patriotism as a cause of war. 13. Which has caused more wars, the desire for independence or for territory? 14. Name and discuss some intangible things for which men fight. 15. Tell what you think of the statement that war has nothing to do with the desires of peoples. 16. Is it true that "all other classes except war traders enjoy no profits from war or preparations for war"? 17. Can you name *nine* things for which America is fighting in this war? 18. What business is it of ours or our allies what kind of government the Central Powers have? 19. How many of these eighteen questions has this editorial touched upon or suggested? 20. Read the following: "The Things Men Fight For," by Powers, Chapters I, II; "American World Politics," by Weyl, Chapter II; "Why War?" by Howe; "Nationality in Modern History," by Rose; "The World at War," by Brandes, pages 32–92; "The Road toward Peace," by Elliot, Chapter IX.

II—FOREIGN AFFAIRS

Topic: Bethmann Hollweg—and After.
Reference: Editorial, page 469.
Questions:

1. What has The Outlook to say as to the resignation of Bethmann Hollweg in its relation to German autocracy? Do you agree with this position? 2. Discuss The Outlook's statement: "Bethmann Hollweg is not a statesman; he is a politician." 3. The Outlook believes the German peoples would be better off if they had *political* liberty. Is it possible to point out *just how and wherein* they would be better off? 4. For what reasons does The Outlook think the Kaiser is not a great man. Can you prove to The Outlook that he is a great man? 5. Wherein does ultimate authority reside in Germany? In Great Britain? In France? In America? 6. Discuss Bethmann Hollweg's policy, specifying its elements and objects. 7. For what reasons do you think he resigned? What inferences do you draw from his resignation? 8. Discuss somewhat at length the last two sentences of this editorial. They are powerfully significant.

III—NATIONAL AFFAIRS

Topic: The Industrial Workers of the World; The Arizona Copper Strike.
Reference: Pages 466, 468.
Questions:

Note—This topic suggests a study of the problem of *industrial peace* and the relation between labor and capital. 1. Are you of the opinion that the Industrial Workers of the World has been looking for trouble from the day of its origin? Give several reasons. 2. Is this organization a public nuisance? 3. Tell what you think of the method of deporting the Industrial Workers of the World from Jerome and Bisbee. Was it the wrong way or the right way to deal with them? Was the deportation lawful or unlawful? Constitutional or unconstitutional? 4. Are there times when it is proper to disregard constitutional guarantees? 5. Could these deported miners and their friends be found guilty on a charge of treason? 6. Is industrial warfare necessary? 7. Wherein have strikes been beneficial? 8. Are there any businesses in which the public should not allow strikes, boycotts, and lockouts? 9. Indicate how to deal wisely and lawfully with the labor warfare of the Industrial Workers of the World. 10. When will America have industrial peace?

IV—PROPOSITIONS FOR DISCUSSION

(These propositions are suggested directly or indirectly by the subject-matter of The Outlook, but not discussed in it.)

1. No amicable relations will ever exist between capital and labor. 2. No one can reasonably discuss internationalism and peace who does not understand the causes of war. 3. Industrial development has done more for democracy than any other one thing.

V—VOCABULARY BUILDING

(All of the following words and expressions are found in The Outlook for July 25, 1917. After looking them up in the dictionary or elsewhere, give their meaning *in your own words*.)

Strike, lockout, boycott, vagrancy, mobile, opinion, politician, statesman, oust, fabric, public law, trangressors, citizen, social value, middlemen.

THE NEW BOOKS

This department will include descriptive notes, with or without brief comments, about books received by The Outlook. Many of the important books will have more extended and critical treatment later

FICTION

Sorry Tale (The). By Patience Worth. Edited by Casper S. Yost. Henry Holt & Co., New York. $1.90.

This book is described by the publishers as a "psychic mystery," and, like a previous work, purports to record the communications received over a ouija board by Mrs. John H. Curran and a friend and here made into an elaborate and enormously long work of fiction by Mr. Yost. He had heretofore written a somewhat similar book entitled "Patience Worth," which has had a considerable vogue among readers—largely, we think, because of its semi-spiritualistic or psychical research character.

We are sorry that we cannot join in the praise which has been given to these two books by some critics who take them seriously and find that the literary ghost, so to speak, who communicates under the pseudonym of "Patience Worth" is "sensitive, witty, keenly metaphysical." We will admit that "Patience" has better qualifications as a writer of fiction than most "controls," but we find her writing feverish, high-flown, and terribly prolix. The new story has an original plot idea in that a son of Tiberius Cæsar by a Greek slave, born in a leper's hovel in Bethlehem on the same night in which Christ was born, is made to personate Hate, and is thus contrasted with Christ as Love.

Snare (The). By Rafael Sabatini. The J. B. Lippincott Company, Philadelphia. $1.25.

This is an exciting tale of war, love, and adventure. Incidentally it gives a clear dramatic picture of Lord Wellington's great campaign in Portugal in the Peninsular War. Wellington himself is a character in the story, and cuts in two the knot in which jealousy, affection, and hot-headed action had involved the principal persons of the story. To those who like plot stories with a historical basis this tale may be cordially commended.

Sube Cane. By Edward Bellamy Partridge. The Penn Publishing Company, Philadelphia. $1.35.

Capital stories about the adventures of a boy who is full of mischief and has absolutely no moral conscience about lying himself out of scrapes. The book is something on the "Penrod" order; not perhaps so gifted with real humor, but certainly full of fun and comic incidents.

Summer. By Edith Wharton. D. Appleton & Co., New York. $1.50.

No one can deny Mrs. Wharton's consistent character study in this brief novel, but very few indeed will find that a sufficient compensation for the depression involved in this story of a wretched young girl whose life and personal history were decided by circumstances almost, or quite, beyond her control. One feels pity, but one also feels dragged without much purpose through these fictional sorrows.

ESSAYS AND CRITICISM

Assault on Humanism (The). By Paul Shorey. (Atlantic Monographs.) The Atlantic Monthly Company, Boston. 60c.

A defense of the classical tradition in education.

Community Drama. By Percy MacKaye. Houghton Mifflin Company, Boston. 50c.

Hand Invisible (The). Edited by E. B. Harriett. The International Historical Society, Inc., New York. $1.75.

Essays on ethics and morals.

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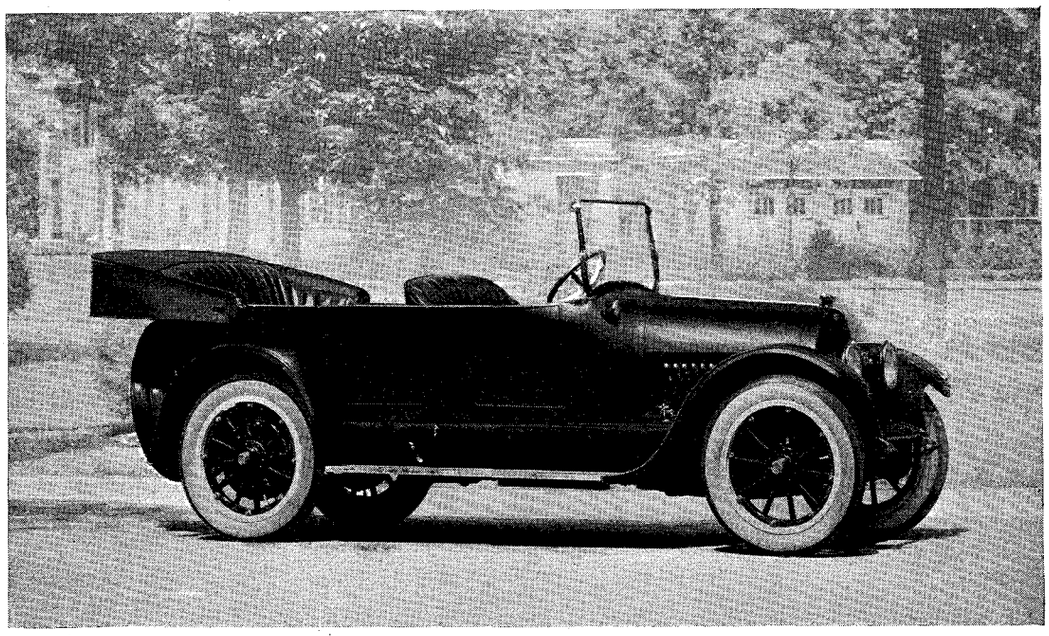
Cadillac
Standard of the World



Fourth Year and Fiftieth Thousand

The New Type 57 Cadillac

YOU are safe in expecting great things from this new Cadillac.

You know the goodness that has gone before.

You know that for three years now, the Cadillac has concentrated on the one type—the V-type eight cylinder.

In all that time Cadillac engineers have devoted their energies and their skill to the perfection of a principle, and to the raising of a standard.

The Eight Cylinder Cadillac embodying that principle now enters its fourth year and its fiftieth thousand.

How much this means, you who drive Cadillacs and who know Cadillac thoroughness, can readily understand.

It means of course that you gain immensely by every one of the forty-nine thousand that have gone before.

All the experience gained and all the excellence attained must culminate in the greatest of all cars which a great factory has ever built.

Those who know the Cadillac, know it for certain refinements of performance—peculiar to itself.

These are Cadillac marks of distinction—recognized and admitted everywhere—raised to a new pitch of perfection.

The new car is brought closer than ever to that ideal in which the motive power is completely forgotten.

You who have reveled in the superlative smoothness that enabled you to relax both mind and body, will find a new measure of relaxation now.

You who have enthused before in its mastery over the hills, will renew your enthusiasm.

The new Cadillac adds honor to a long line of fine cars.

We believe that it approaches more closely to real greatness than any motor car the world has yet produced.

The Cadillac Type-57 Chassis will be available with the following body styles: Standard Seven-Passenger Car, Five-Passenger Phaeton, Two-Passenger Roadster with Rumble Seat, Four-Passenger Convertible Victoria, Five-Passenger Brougham, Four-Passenger Town Limousine and Town Landaulet, Seven-Passenger Limousine, Landaulet and Imperial.

Cadillac Motor Car Co. Detroit, Mich

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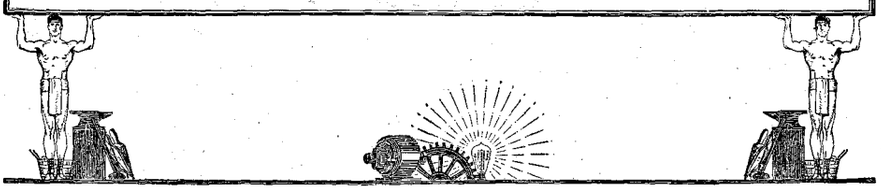
DEPARTMENT OF INDUSTRIAL PROGRESS



Believing that the advance of business is a subject of vital interest and importance, The Outlook will present in this department each month an article treating some phase of the country's commercial development. These articles will be educational in character and will set forth in a comprehensive way the industrial upbuilding of the Nation. This department is designed to be of service to readers of The Outlook, and inquiries in regard to industrial subjects will be answered by letter or in these pages. All letters of inquiry should be addressed to the Industrial Editor of The Outlook, 381 Fourth Ave., New York

GROUP INSURANCE AND THE WORKINGMAN

DURING the last century the industrial world has been completely transformed through the introduction and development of great labor-saving devices. Yet, with all this progress, the most important element in production, the element of human labor, has received but scant attention. For many years labor has been regarded as the cheapest and most common element in production—and the one most readily procurable and most easily replaced. Employers proceeded on the "hiring and firing" principle, and, while the most careful attention was paid to the maintenance of their machinery and tools in good working order and their proper replacement when worn out, but little consideration was given the human beings who made the operation of this machinery possible. As one prominent insurance man aptly put it, "Great attention was given to mechanics and none to humanics."

But within the last few years, and especially since the outbreak of the war, a great change has taken place in the position of labor. Where once it was the cheapest and most abundant element, it has steadily risen in price and become more difficult to procure. Employers are rapidly learning the value of stabilizing their labor and cutting down the high cost of replacement. In a recent article in The Outlook Mr. Lewis E. Theiss makes the following significant statements on the "cost of hiring and firing:"

"Scientific shop management has revealed many weak points in our industrial methods, but perhaps it has pointed out nothing more startling than the economic waste involved in the hiring and firing of employees. Mr. Magnus W. Alexander, of West Lynn, Massachusetts, investigated in 1912 the cost of this labor turnover in twelve factories located in six different States. . . . Nearly seventy-three per cent of the hands in these twelve factories had not worked in these shops prior to the year of the investigation. Twenty-seven per cent had worked there before that year. . . . In other words, nearly three-fourths of the workers in American mechanical industries leave their jobs every year for one cause or another, and are replaced by other men. . . .

"In order to keep the ranks full it was necessary to hire six and one-third times the number of men actually needed. . . .

"Now that attention has been called to this matter, factory managers everywhere are trying to devise methods to do away with this terrible waste. The only plan that has so far been successful is to make it to the employees' interest to keep their jobs."

A growing realization of the high cost of labor replacement, combined with a broader sense of responsibility upon the part of the employer toward his employees and the tendency of modern legislation to enforce this responsibility, has evolved what is now known as "Group Insurance," which was first applied about five years ago. The president of one of the leading life insurance companies has made the following concise summary of the principle of group insurance:

"Group Insurance is a form of social service kindred to the 'workmen's compensation' now in force in more than three-fourths of the States. It is regarded as an effective and more acceptable alternative to 'compulsory health insurance,' proposed by the American Association for Labor Legislation. It has no element of 'paternalism,' imposes no tax burden, requires no government machinery for its operation, and leaves such questions as the kind and amount of insurance and the method of premium payment to be determined by the purchaser as a matter of individual need and preference. Some one with fine facetiousness has recently described group insurance as 'the employer's enlightened selfishness.' It may be that, but it is certain, from the stream of evidence pouring in on all sides, that group insurance is meeting with the thoroughgoing approval of both the employers and their men.

"The influence of organized labor in bringing about special legislation in the supposed interest of the working classes is being increasingly felt even in the halls of Congress, the trades union thus becoming a political weapon of menacing force. How much of this is directly due to the indifference or selfishness of employers is an interesting question; yet the experience of many workers leads them to suspect the motives of the 'boss' who grants them a voluntary concession not named in the contract of employment. This, in turn, gives rise to apparent ingratitude on the part of the employee, the growth of mutual distrust and dissatisfaction usually eventuating in a strike—often for the most trivial reasons.

"It was at this point in our industrial development that the group plan of life insurance began to be applied as a force of genuine mediation, for it enlisted the sympathetic interest of the worker's family, the beneficiaries of the policy, on behalf of the 'hard-hearted employer,' who at least had shown a willingness to spend his own money to guarantee a decent burial to those who die while on his pay-roll, and a disposition to help their dependents through their period of grief."

Skilled and intelligent workers in all lines welcome the gift of a small amount of protection against loss by death as the natural and inevitable act of the humane employer—not as "charity," or a bribe, or a bond of loyalty, or a contract to insure fidelity, but as an expression of the same sort of good will that installs electric fans and pure water, improves the lighting and heating and ventilating facilities, pays for time lost through illness, recognizes merit through promotion, introduces profit-sharing devices, and gives proper attention to hygiene and sanitation.

It stands to reason that for an artisan, an operative, or even a laborer to get the best results he must put his mind on his work. To do this he should be in good physical condition; he should not be distracted by the pinch of poverty nor by the thought of a wife and children who would be well-nigh penniless, and therefore helpless, if anything should happen to him. And it is not always a matter of insufficient wage, for the efficiency of the well-paid employee, who may be none too thrifty, is often materially lessened by anxiety as to the future of his family in the event of his death. Workmen guard against this to a certain extent by forming mutual benefit associations in connection with their trades unions. Their funds, however, are often badly managed, and the employee is not certain that in case of death his family will obtain the benefit he has paid for. An employer can remove this source of anxiety on the part of his employees and promote their efficiency by providing that in the event of their death while in his service their families shall receive a fixed sum, or the bread-winner's wages for one or two years, or a small amount for funeral expenses and a certain proportion of those wages. If the occupation is not too dangerous, the sanitary conditions good, and the number of employees sufficiently large, the entire group, male and female, can be insured without medical examination. This insurance continues in force as long as the employee keeps his job, and thus acts as a stabilizer of labor. The workman's wife will also find it to her interest to induce him to hold his job and not imperil the insurance benefits which she may look forward to in case of his disability or death.

Most group insurance contracts also contain a disability clause whereby the workman, if incapacitated, will receive the principal sum of the insurance paid in installments over a period of years. Accident and health insurance are also written on the group plan. One firm employing several thousand workmen took out a policy providing $7 a week to any man who is confined to his bed through illness or accident after the first two weeks.

It has been demonstrated that the cost to the employer of maintaining this group insurance is far below the cost of "hiring and firing" which prevailed under the old conditions. At the same time the efficiency and independent self-respect of the workingman have been vastly increased.

We pick up the home paper of the Benton Harbor Malleable Company and read:

"The widow of Mack Bragg to-day received a check for $250 from the —— Insurance Company through the management of the Benton Harbor Malleable Company. Mrs. Bragg resides with her little family, a

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Group Insurance and the Workingman (Continued)

young son and an invalid daughter, and goes out by the day to work. Each week she will receive $15 or $16 until the $1,000 policy carried for her husband with the local concern is completely paid, to-day's check being the first payment."

Is this not a fine picture in a few words of the self-respecting position in which this modern boon of group insurance places the widow who, under the old social order, would have been hard put to keep her feet, and perhaps would have been a charge on the community, the neighbors, or the company?

One of the largest insurance companies in the country started to preach the group insurance idea by first practicing it upon itself. It insured every one of its many thousand employees whose salary was less than $3,000 per year, and immediately experienced a reduction in its operating cost because none of its employees wanted to leave after the insurance was put into force. So this company can prove its point in favor of group insurance from its own experience.

It has been shown in many instances that the benefit of group insurance to the employer does not begin to be felt strongly until the payment of the first death claim. In a well-known Middle Western factory a certain element flat-footedly declined to have anything to do with the group insurance plan, even though it was costing them nothing. They refused even to accept the certificates. Not long afterward the ringleader died. His widow was left without money enough to bury her husband, and seemed to be in desperate straits until some one brought the news that a check for $1,200 would be forthcoming from the insurance company. This practical illustration of the benefits of group insurance had its effect on the obstinate faction, and not long afterward they visited the office in a body and asked for their certificates.

Last summer New York transportation facilities were much upset by the street-car men's strikes. One conspicuous exception was the Brooklyn Rapid Transit System, whose men steadfastly kept to their work. It was asserted by the New York "Times," in a special Sunday article discussing the reason for this phenomenon, that the men felt keenly grateful to their employers for benefits bestowed, one illustration of which, as testified to by one of the motormen, *was a system of group insurance protecting all the men as long as they remained in the employ of the company.*

A factory in the Middle West, situated about half-way between Toledo and Detroit, used to find great difficulty in keeping its men, because they were continually resigning to work nearer the white lights. Since adopting a system of group insurance the company has had little trouble on this score.

To give employees a twenty-dollar gold piece at Christmas is one of the poorest ways of doing them good. We have heard much lately about the Liberty Loan campaign having put the idea of French thrift into the American people for the first time. Group insurance, in some of its forms, has the same effect. Examine, for instance, the plan followed by the Brown & Sharpe Manufacturing Company, of Providence, one of the largest machine-tool factories, employing some four thousand seven hundred and fifty people. The employees pay part of the premium every month and a certain amount is added by Brown & Sharpe. The employee has a choice of two kinds of protection. If he is hard up, he may buy ordinary low-cost life insurance on the one-year renewable-term

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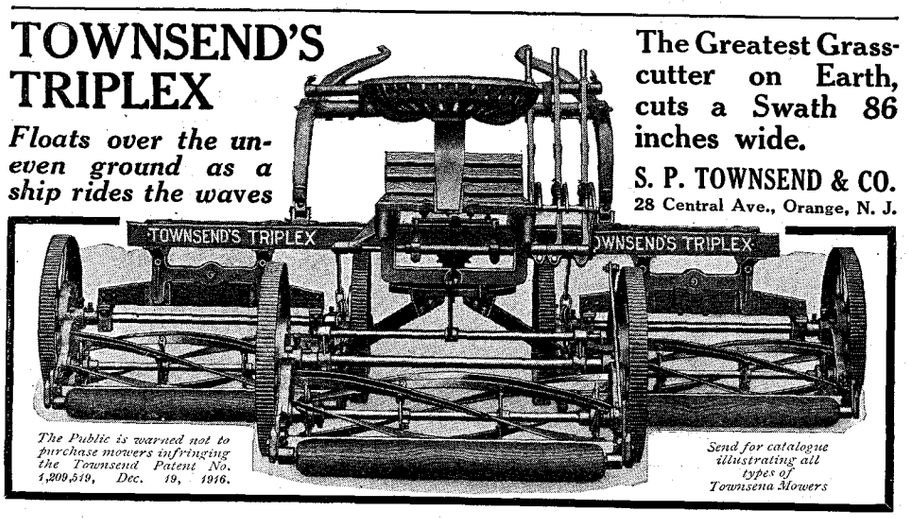

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Group Insurance and the Workingman (Continued)

plan; or, if he feels able to branch out and become a capitalist on a small scale, he can buy a more thrifty kind which provides pension insurance after the age of sixty-five, cash surrender and loan values, as well as disability features. It is not compulsory on any employee to take out either kind of insurance, but the entire scheme is explained very clearly in a booklet published especially for the employees.

The Outlook recently published an authorized interview with Cardinal Gibbons by Ballard Dunn which had reference to the social benefit of group insurance as worked out by the Union Pacific Railroad. Mr. Dunn says: "The Union Pacific plan covers some thirty thousand employees at work on about eight thousand miles of line, and the insurance policy itself was the largest ever written; it was for approximately $30,000,000. All employees who have been with the company for one year or longer and whose salaries are not more than $4,000 a year are provided with life insurance equal to one year's salary. As employees advance in the service their insurance is adjusted each year in accord with their advancing salary. . . . The payment of benefits under the health and accident provisions does not affect the amount or degree of payment under the life insurance provisions and there was no examination of employees. Old and young, men and women, are covered."

"The plan vastly improves the relations under which employers and employees deal with one another," said Cardinal Gibbons. "In too many instances there is an attitude of mutual hostility. The proposed system will abolish this It will stimulate the

Group Insurance and the Workingman (Continued)

activities of the workmen and encourage them to put forth better efforts in the interest of themselves and their company. It will also remove dread of the future on the part of the workers in that it provides for 'rainy days;' and, further, it will establish security and tranquillity. . . .

"The employees' insurance plan is the very essence of benevolence and harmony. The employee will work more eagerly if he has a stake in the final goal for which the industry is striving. I might quote from the words of St. Augustine to substantiate this. That great Father of the Church said: 'Where there is love there is no labor, or if there is labor the labor itself is loved.'"

Dr. John H. Finley, head of the educational system of the State of New York, has just returned from France, which he visited as the carrier of messages of good will from educational institutions of this country and as the carrier back to this country of some of the inspiration that we can receive from France. He has written for The Outlook, at its request, an article dealing with his experiences there. In particular, he tells how the teachers, some of them back from the trenches, some of them dead on the field of honor, yet speaking, have been seeing to it that the flame of France's supreme gift shall not go out—that flame that has been called the "candle of Europe." Those who read this article will understand why we can find in France, weary as she is with fighting, much that will stimulate us to heroism, and at the same time hold us fast to sanity. Dr. Finley's article will appear in the next issue of The Outlook—the one for August 8.

BY THE WAY

Under the heading "Slang" an American annual for 1916 includes eight words—all of French derivation and produced by the war. They are: Auge (a trough—the platter on which soldiers' rations are served); Boche (an obstinate, pig-headed person—a German); Boyau (a ditch leading to a trench); Marmite (a pot—a large explosive shell); Na pooh (there is nothing more—the end); Poilu (hairy—an unshaven soldier; any French soldier); Tacot (a poor automobile); Zigouiller (to kill). Another explanation of *poilu* derives the expression from the hairy head-pieces of Napoleon's grenadiers.

Besides these French slang terms there are many in English. One of these is "Blighty." This is said to be an East Indian word meaning "over the seas." Tommy has adopted it as a synonym for home, and as such it is frequently used in the English comic papers. "Big stuff" is applied to large shells, eight inches or over. "Dud" is an enemy shell or bomb which has not exploded on account of a defective fuse; Tommy is a great souvenir collector, so he gathers these "duds." "Fag" is a cigarette; "fireworks," a night bombardment; "rooty," bread; "barndook," rifle; "strafeing," shelling the Germans—an expression taken over from the German, "Gott strafe England."

The distance which the modern drug store has traveled from the old-fashioned apothecary's shop is indicated by the signboard of one of New York City's largest drug stores, in which the word "drugs" trails along as if it were merely an afterthought. The sign reads: "Soda Candy Cigars Perfumes Soap Brushes Records Kodaks Books Drugs."

The use of the mails for transporting peyote has now been forbidden by the postal authorities. Peyote, it will be remembered by our readers, is a cactus imported from Mexico; it produces results upon the user somewhat similar to those produced by opium and by hasheesh, and has been particularly injurious to Indians who have become addicted to its use. The drug has sometimes been called "dry whisky" in reference to its intoxicating effects.

This naïve compliment to Dr. Washington Gladden is reported in the "Christian Register:"

After Dr. Carl S. Patton had been preaching a few weeks at the First Congregational Church in Columbus, having accepted the call to succeed Dr. Washington Gladden in the pastorate, a woman member of the congregation came up to him after the service one morning and said: "Oh, Dr. Patton, I do so enjoy your sermons! I never had sense enough to listen to Dr. Gladden."

A frank confession of ignorance is always refreshing and sometimes has the grace of humor. The editor of an agricultural paper, who boldly uses the pronoun "I" instead of the usual "we," says:

There are a great many things I do not know. Sometimes I can hunt up printed information from some one who knows better than I do, but at times I am stuck and do not know where to look, as when a man asks me how to skin a porpoise and render the oil and cure the hide. I have to say that I have seen porpoises many a time playing in the ocean, but never saw one skinned or made into oil, and I really know less about porpoises than I do about chicken raising, and that is very little.

The huge enlargements of photographs occasionally seen in store windows may, according to "Portrait," be made with very simple apparatus for development. The extra equipment consisted in one case

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By the Way (Continued)

of "four yards of common white table oilcloth, price one dollar." This was stretched over an easel and brought down into a tray to receive the drippings of the developer. The print was developed on the easel with a sponge dipped into a tin kettleful of solution. The fixing was done in a packing case lined with another piece of oilcloth, the print being seesawed back and forth till fixed.

To the collection of stories of absent-mindedness may be added this: An appreciative subscriber of The Outlook recently sent in a check for the renewal of his subscription. It read, not *four* dollars, but "*four thousand*"! The words were written thus, but the check was saved from being completely valid for the larger amount by the figures below, which appeared correctly as *$4.00*.

A correspondent, noting the distinction recently drawn in this column between the words "surprised" and "astonished," revives this story of a famous lexicographer: One morning the man of words preceded his wife to the breakfast-room. Coming suddenly on the pretty maid-servant, he forgot discretion and kissed the girl. At this instant his wife inopportunely—or perhaps opportunely—entered the room. "Why, Noah," she said, "I am surprised!" "No, my dear," the verbal critic is said to have answered; "*I* am surprised; you are *astonished*."

A twelve-million-dollar contract for motor trucks for the army was recently awarded to a Wisconsin company, and another company from the same State secured an eight-million-dollar contract. Both these concerns make trucks that drive on all four wheels, a type of construction which has found high favor with the army authorities.

In an appendix to one of the editions of the war pamphlet "Truth about Germany," a pro-German publication issued soon after the outbreak of the war, the cousinly relations that existed between the crowned heads of nations now at war, it is interesting at this time to recall, were shown somewhat amusingly by the names used in important telegrams. A despatch from the Kaiser to King George is signed "Willy." It says: "This night Nicky [the Czar] has ordered the mobilization of his whole army and fleet." One from King George to the Kaiser is signed "Georgie," and says: "I sent an urgent telegram to Nicky expressing My readiness to do everything in My power," etc. "Henry" [Prince Henry of Prussia] says: "Believe Me that William is most sincere in his endeavors to maintain peace. . . . He is trying his utmost to fulfill Nicky's appeal to him to work for maintenance of peace." King George answers: "So pleased to hear of William's efforts to concert with Nicky to maintain peace." Yet the blustering "defi's" of the old-time warrior kings never led to so bloody a conflict as the present one between these erstwhile affectionate relatives and their adherents.

The largest group of aviation students to be trained by the Government will, it is expected, assemble at the Dayton, Ohio, field, comprising 2,500 acres. It is significant that the grounds at Dayton will include the original field on which the Wright brothers developed their first successful airplane.

A Western druggist advertises: "Ice Cream Soda, Cold as Charity!"

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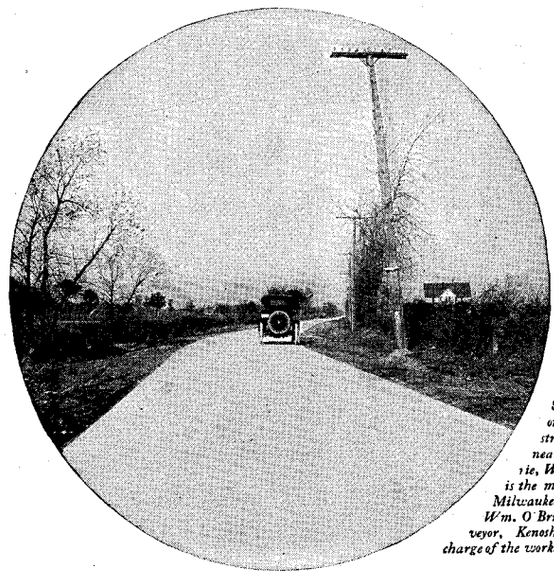

Sheridan Road, on which this stretch of concrete near Pleasant Prairie, Wis., is located, is the main road from Milwaukee to Chicago. Wm. O'Brien, County Surveyor, Kenosha, Wis., had charge of the work.

Concrete Roads are inevitable. Today when any one mentions sidewalks to you, at once you think of concrete. Concrete roads are becoming so general that soon you will first think of concrete when any one mentions improved roads. The hard, clean, rigid surface of concrete, unaffected by heat, frost or rain, is even more important for horse and motor traffic than it is for pedestrians. Greater loads must be supported. Swifter traffic must be borne. Heavier wear and tear must be resisted.

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WEST BROOKVILLE, ME.
Farm-house, ten rooms, good repair, $750. Any part of 20 acres land at $25 per acre. Terms, address owner, JAMES H. JONES, Arlington, Mass.

Country Board

Wanted during August, plain country board for two within commuting distance of New York City. Westchester County preferred. 7,193, Outlook.

FOR THE HOME

DOMESTIC SCIENCE handbook free. Correspondence courses. American School Home Economics, Chicago.

HELP WANTED

Business Situations

INCREASE your earning power by learning to write advertisements. Facts sent free. Page-Davis Co., Dept. 32, Page Building, Chicago.

Companions and Domestic Helpers

CAFETERIA managers, dietitians, matrons, housekeepers, secretaries, governesses, mothers' helpers. Miss Richards, 49 Westminster St., Providence, R. I.

A boys' boarding school of high standing wants a housekeeper. Only such as have had successful experience in management of servants need apply. Written application with photograph and recommendations required. 5,097, Outlook.

WANTED—Protestant woman, about 35, good sewer, to help with care of children in girls' home. One with institutional experience preferred. 5,099, Outlook.

WANTED—An experienced housekeeper for hospital of 72 beds. Apply Wellesley Hospital, Toronto, Canada.

HOUSEKEEPER wanted. Woman of executive ability and refinement, one who has had experience in household of ten or twelve servants. Must be conscientious and thoroughly competent to take care of the culinary department as well as house proper in a beautiful home. Address for full particulars, references, and salary expected, 994, Outlook.

TRAINED institution managers, matrons, dietitians supplied. American School of Home Economics, Chicago, Ill.

Teachers and Governesses

PACIFIC Coast? For certification rules, etc., send 20c. stamps to Boynton-Esterly Teachers Agency, Los Angeles, San Francisco, Cal.

WANTED—Competent teachers for public and private schools and colleges. Send for bulletin. Albany Teachers' Agency, Albany, N. Y.

WANTED—Nursery governess to take entire charge of three children, three, four, and five years. One with kindergarten training preferred; also ability to start them in French. State age and terms. 5,100, Outlook.

WANTED—An experienced governess for country the entire year. Must be an American, Protestant, able to take physical care and tutor and teach piano. Referenees required. 5,103, Outlook.

TEACHER for private class of ten children, four to seven years old. Address, giving experience, references, and salary expected, Mrs. S. A. Woodard, 342 Nold Ave., Wooster, Ohio.

PRINCIPAL, lady, school, $2,000 year; housekeepers, dietitians, governesses, nurses, teachers, traveling companion, $50. HOPKINS' AGENCY, 507 Fifth Ave.

SITUATIONS WANTED

Business Situations

TUTOR wishes position for year. 5,095, Outlook.

IN Shanghai, China, by American woman, position as private secretary to American. 5,115, Outlook.

Companions and Domestic Helpers

WOMAN of education and refinement, experienced housekeeper, desires position in household where servants are kept. Mrs. Bell, 124 W. 82d St., New York.

COMPANION. Highly educated, refined young Parisian lady, speaking five languages, pleasing personality, would act as companion, teacher. Summer resort. Gaudel, 263 West 70th Street.

MATRON, broad experience in teaching and travel, six years matron in young ladies' hall, desires similar position. 5,109, Outlook.

WORKING housekeeper for small institution. Box 275, Lititz, Pa.

REFINED, educated, experienced woman seeks position as managing housekeeper or governess where possible to keep with her daughter aged two. Also capable of clerical work. Best references exchanged. Address Mrs. Morris, Whitcomb Hotel, St. Joseph, Mich.

CULTURED young woman as companion. Special piano study. References. 5,107, Outlook.

REFINED, educated young woman desires position as companion or housekeeper. 5,105, Outlook.

YOUNG woman as companion or companion-housekeeper. City, country. 5,116, Outlook.

Teachers and Governesses

EXPERIENCED English teacher, lady, M.A. (Columbia), wishes position for fall. 5,113, Outlook.

LADY, whom children love, desires position as governess. Carefully educated, experienced, influencing for the best. New York City references. 5,112, Outlook.

MISCELLANEOUS

WILL board little girl over four years age. City. 5,108, Outlook.

WANTED—Defective persons to board. Address W., Pawling, N. Y.

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